

## BQA NCQF QUALIFICATION TEMPLATE

SECTION A: QUALIFICATION DETAILS												
<b>QUALIFICATION DEVELOPER (S)</b>			University Of Botswana									
<b>TITLE</b>		Master of Business Administration					<b>NCQF LEVEL</b>		9			
<b>STRANDS (where applicable)</b>		1. Master of Business Administration - General 2. Master of Business Administration - Leadership 3. Master of Business Administration - Human Resources Management 4. Master of Business Administration - Marketing										
<b>FIELD</b>		Business, Commerce and Management Studies					<b>CREDIT VALUE</b>		245			
<b>SUB FIELD</b>		Management Studies										
New Qualification			Legacy Qualification			Renewal Qualification			✓			
						Registration Code		Q0069				
<b>SUB-FRAMEWORK</b>		General Education			TVET			High Education			✓	
<b>QUALIFICATION TYPE</b>		Certificate	I	II	III	IV	V	Diploma		Bachelor		
		Bachelor Honours			Post Graduate Certificate			Post Graduate Diploma				
		Masters				✓	Doctorate/ PhD					
<b>RATIONALE AND PURPOSE OF THE QUALIFICATION</b>												

### **RATIONALE:**

#### Rationale:

The HRDC-Top Occupations in high Demand (March 2025), validated data under Finance and Business Services, indicated 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 effective strategic management; therefore, there is a 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 the Master of Business Administration helps address the identified lacuna in developing strategic economic managers outlined in the HRDC document. The HRDC document's findings have been corroborated by the 2016 Needs Analysis Report, which confirmed the local market's high need for the qualification.

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 (2023). Botswana Vision 2036 recognises education and skills development as the basis for human resource development. The envisaged education curriculum is aligned with the needs of the economy and business.

The Graduate Tracer Study indicated that of 466 learners who enrolled between 2021 and 2023, only 79 had graduated. This translates to a 17% graduation rate. Many students are struggling to complete their MBA due to various challenges. Financial difficulties often hinder their ability to maintain enrolment and focus on studies. Additionally, many find themselves stuck at the dissertation level, facing conflicts between work commitments and academic responsibilities. Medical issues can further complicate their journey, increasing stress and time constraints. These factors collectively contribute to the high dropout rates among MBA students, as they struggle to balance multiple demands. The duration of the master's qualification is normally two years full-time and 4 years part-time. 16 learners have completed in 2 to 4 years, while 47 have completed between 4 to 6 years. 16 learners have completed within 5 to 8 years.

A total of 57 among the enrolled learners are employed, while 22 are entrepreneurs. The majority of graduates (47) have shifted to new organisations or positions, whilst others (32) have not. All respondents in the tracer studies recommend the qualification to other prospective students.

### **PURPOSE: (itemise exit level outcomes)**

The purpose of the qualification is to equip graduates with advanced knowledge, skills, and competences to:

1. Analyse advanced theories and policies to formulate strategic plans and programmes for

efficient operations in business enterprises and organisations.

2. Design organisational performance tools for overseeing the selection, training and performance of staff for the entire enterprise or organisation.
3. Develop tools to monitor and evaluate marketing outcomes, operational, and administrative procedures related to sales and marketing activities.
4. Conduct specialised research on business management, leadership, marketing, human resources management and organisational effectiveness while adhering to ethics codes and laws.
5. Analyse organisational data from various business disciplines (finance, leadership, marketing, human resources management, operations) to solve multifaceted business problems.
6. Apply quantitative/qualitative tools to make evidence-based decisions that improve performance and provide a competitive advantage in a global, changing, and technological environment.

### **MINIMUM 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.
- b) 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 seeking admission based on prior learning will be assessed by the Certified RPL officer to determine their competence in their intended area of study. 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 the MBA, an international student should have:

- i. An appropriate educational qualification equivalent to the Honours degree or postgraduate diploma (NCQF level 8)
- ii. RPL for Entry is applicable as the ETP policy.

<b>SECTION B QUALIFICATION SPECIFICATION</b>	
<b>GRADUATE PROFILE (LEARNING OUTCOMES)</b>	<b>ASSESSMENT CRITERIA</b>
<p><b>LO1.</b> Formulate and review policies for planning and directing daily operations.</p>	<p><b>1.1.</b> Analyse the effectiveness of existing policies through evidence-based evaluations and stakeholder feedback.</p> <p><b>1.2.</b> Develop comprehensive policy proposals that address identified gaps and reflect best practices.</p> <p><b>1.3.</b> Implement pilot programs to test policy changes and assess their impact on organisational objectives.</p> <p><b>1.4.</b> Review and revise policies based on outcomes, ensuring alignment with legal, ethical, and operational standards.</p>
<p><b>LO2.</b> Draft and manage the unit's budgets for planning, directing and coordinating the financial operations of an enterprise or organisation.</p>	<p><b>2.1.</b> Develop budget proposals aligning with organisational units</p> <p><b>2.2.</b> Analyse historical financial data to inform budget forecasts and identify trends in unit expenditures.</p> <p><b>2.3.</b> Monitor budget performance regularly, identifying variances and implementing corrective actions as needed.</p> <p><b>2.4.</b> Report on budget outcomes, providing insights and recommendations for future budgeting processes based on financial analysis.</p>
<p><b>LO3.</b> Develop organisational objectives in order to plan, implement and monitor strategic plans, programmes, policies, processes, systems and procedures.</p>	<p><b>3.1.</b> Develop clear and measurable objectives that align with the organisation's mission and vision.</p> <p><b>3.2.</b> Establish stakeholders' collaboration frameworks in the objective-setting process to ensure inclusivity and buy-in across the organisation.</p> <p><b>3.3.</b> Compare the current and past organisational objectives.</p> <p><b>3.4.</b> Evaluate contemporary issues affecting organisational objectives.</p>
<p><b>LO4.</b> Design organisational performance tools for overseeing the selection, training and performance of staff for the entire enterprise or organisation.</p>	<p><b>4.1.</b> Analyse organisational needs and goals.</p> <p><b>4.2.</b> Assess workforce skills.</p> <p><b>4.3.</b> Set performance standards (SMART goals)</p>

## BQA NCQF QUALIFICATION TEMPLATE

	<p><b>4.4.</b> Design and evaluate a 360-degree performance management system.</p>
<p><b>LO5.</b> Monitor and evaluate marketing outcomes to establish and direct operational and administrative procedures related to sales and marketing activities.</p>	<p><b>5.1.</b> Interpret marketing data to align with organisational key Performance Indicators (KPIs).  <b>5.2.</b> Design business and marketing plan  <b>5.3.</b> Track the cost of acquiring a new customer to understand efficiency.  <b>5.4.</b> Conduct regular reviews and reporting.</p>
<p><b>LO6.</b> Develop research proposals and analyse data to enable planning, directing, and coordinating research and development activities in-house or commissioned from external research organisations, to develop new or improved technical processes, products, knowledge, or utilisation of materials.</p>	<p><b>6.1.</b> Formulate a research proposal.  <b>6.2.</b> Design a comprehensive research methodology, including tools and techniques for data collection.  <b>6.3.</b> Conduct research.  <b>6.4.</b> Analyse data and interpret results.</p>
<p><b>LO7.</b> Manage talent acquisition and employee retention to enhance planning and organising procedures for recruitment, training, promotion, transfer and dismissal of staff.</p>	<p><b>7.1.</b> Align recruitment strategies to organisational goals.  <b>7.2.</b> Expand the talent pool beyond traditional channels to include technologies.  <b>7.3.</b> Provide growth and development opportunities.  <b>7.4.</b> Develop employee retention strategies by offering competitive compensation and benefits.</p>
<p><b>LO8.</b> Establish relevant training and development programmes for employees to improve selection criteria, maintain training standards and performance of staff.</p>	<p><b>8.1.</b> Conduct a skills gap analysis.  <b>8.2.</b> Design training programmes.  <b>8.3.</b> Monitor and evaluate training results.</p>
<p><b>LO9.</b> Apply problem solving and decision-making skills for coordination and implementation of policies and practices.</p>	<p><b>9.1.</b> Evaluate causes of problems in organisations.  <b>9.2.</b> Design problem solving models.  <b>9.3.</b> Evaluate the performance of designed problem-solving models.</p>

<p><b>LO10.</b> Identify conflict resolution strategies in business settings</p>	<p><b>10.1.</b> Assess various conflict resolution models.  <b>10.2.</b> Develop action plans that outline effective strategies for addressing and resolving real-life conflicts within teams.  <b>10.3.</b> Examine the causes of conflicts in the organisations</p>
<p><b>LO11.</b> Instil a deep understanding of responsible leadership to adapt to a dynamic business environment.</p>	<p><b>11.1.</b> Evaluate leadership strategies that are suitable for an organisation.  <b>11.2.</b> Formulate strategic initiatives that foster collaboration, innovation and adaptability within teams.  <b>11.3.</b> Reflect on personal leadership experiences to identify strengths and areas for growth.</p>



BOTSWANA

Qualifications Authority

## BQA NCQF QUALIFICATION TEMPLATE

SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level [ ]	Level [ ]	Level [ 9 ]	
<b>FUNDAMENTAL COMPONENT</b> Subjects/ Courses/ Modules/Units					
	N/A				
<b>CORE COMPONENT</b> Subjects/Courses/ Modules/Units	Managerial Economics for Business Decisions			15	15
	Marketing Strategy			15	15
	Financial Management			15	15
	Information and Knowledge Management (MIS)			15	15
	Business Research Methods			15	15
	Strategic Management			15	15
	Research Proposal			15	15
	Dissertation			80	80
<b>STRANDS/ SPECIALIZATION</b>	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits

## BQA NCQF QUALIFICATION TEMPLATE

		Level [ ]	Level [ ]	Level [ 9]	
<b>1. MBA GENERAL</b>	Corporate Governance and Business Ethics			15	15
	Management Accounting for Business			15	15
	Production and Operations Management			15	15
<b>2. MBA LEADERSHIP</b>	Leadership and Organizational Change			15	15
	Corporate Governance and Business Ethics			15	15
	Leadership Theory and Practice			15	15
<b>3. MBA HUMAN RESOURCES MANAGEMENT</b>	Human Resources Analytics			15	15
	Strategic Human Resources Management and Talent Management			15	15
	Employment Law and Industrial Relations			15	15
<b>4. MBA MARKETING</b>	Consumer Behavior and Organizational Buying			15	15

## BQA NCQF QUALIFICATION TEMPLATE

	Strategic Brand Management			15	15
	International Marketing Strategy			15	15
<b>Electives (SELECT ONE ONLY)</b>	Project Management			15	15
	Financial and Risk Analytics			15	15
	Entrepreneurship and Innovation			15	15
	Supply Chain Management			15	15
	Negotiation and Conflict Resolution			15	15
	Managing People and Organizations			15	15
	Digital Marketing			15	15

### SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

#### TOTAL CREDITS PER NCQF LEVEL

NCQF Level	Credit Value
<b>9</b>	<b>245</b>
<b>TOTAL CREDITS</b>	<b>245</b>

**Rules of Combination:**

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

- a) To be awarded the qualification, learners must complete all 245 credits in the Master of Business

Administration as follows:

- Core component – **185** credits
- Strands – **45** credits each of the 4 strands
- Electives – **15** credits
- Total - **245** credits

b) This qualification comprises twelve (12) courses.

c) The qualification has eight (8) courses that are core to all MBA students.

d) There are four Strands/specialisations which have four (4) core courses. These Strands/specialisations are as follows:

- i. Master Of Business Administration - General
- ii. Master Of Business Administration - Leadership
- iii. Master Of Business Administration - Human Resources Management
- iv. Master Of Business Administration - Marketing

e) Students will take one (1) elective out of a list of seven (7) courses.

### ASSESSMENT ARRANGEMENTS

**This qualification is assessed and moderated as follows:**

#### **Assessment**

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.

#### **a) Formative assessment**

Continuous or formative assessment for this program shall be based on tests, essays, case studies and such other assignments as may be deemed necessary. The weighting for formative assessment shall constitute 50% of the overall grade.

#### **b) Summative Assessment**

Candidates will undergo an assessment, including a written final examination for each course, which contributes 50% of the final mark for the module.

To pass a module, a final combined mark of 55% is required.

- c) The assessor should be accredited by Botswana Qualifications Authority or comparable institutions as assessor and moderator, and be a PhD holder in the relevant specialisation or related field.

**N.B:** Assessors and moderators with a Master's degree in related fields may be considered under special circumstances.

ETP policy on moderation will be followed.

### MODERATION ARRANGEMENTS

#### **Policy on moderation will be followed.**

The moderator should be accredited by the Botswana Qualifications Authority or comparable institutions as an assessor and moderator and be a PhD holder in the relevant specialisation or related field.

**N.B:** Assessors and moderators with a master's degree in related fields may be considered under special circumstances.

### RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning (RPL) is recognised 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).

### CREDIT ACCUMULATION AND TRANSFER

Credit Accumulation 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 policies.

### PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

#### • Horizontal Articulation

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

#### • 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)

#### • Employment pathways

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

- Administrative Services Specialist
- Corporate Planning Specialist
- Strategic Planning Specialist
- Industrial Relations Specialist
- Personnel Manager
- Recruitment Specialist
- Marketing Specialist
- Sales Specialist
- Advertising Specialist
- Public Relations Specialist
- Product development Specialist
- Business development officer

### QUALIFICATION AWARD AND CERTIFICATION

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

A candidate must achieve the stipulated **245** total credits, including the core, option components and a Dissertation, to be awarded the qualification.

### 2. Certification

There will be issuance of an official transcript and certificate at award of the degree as follows in accordance with the area of specialisation:

MBA - General

MBA - Leadership

MBA - Human Resource Management

MBA - Marketing

#### 2.1 Qualification Award

i. To be awarded Master of Business Administration, a candidate should have fulfilled all exit learning objectives and met the minimum credit requirements (245 credits), fundamental and core components as indicated in the qualification structure.

ii. Graduates shall be awarded a certificate.

### SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

#### This qualification compares with the following:

This qualification has been benchmarked with the following qualifications:

1. Wits Business School, The University of the Witwatersrand (Master of Business Administration).
2. The University of Sydney Business School (Master of Business Administration).
3. Gordon Institute of Business Science, University of Pretoria (Master of Business Administration).
4. University of Zimbabwe (Master of Business Administration).
5. Leeds University Business School -United Kingdom (Master of Business Administration).

#### Summary of Similarities:

This proposed MBA will be housed within the Faculty of Business/School of Business. The five (5) MBA qualifications which have been used are also housed under the School of Business/Faculty of Business. To be awarded the Master of Business Administration (MBA) degree for the five (5) MBA qualifications, a candidate must have passed all taught courses and the dissertation component in accordance with the regulations.

The proposed qualification offers a dissertation for completion of the MBA qualification, and Wits Business School (The University of the Witwatersrand) offers a Case Competition for completion. Gordon Institute of Business Science (University of Pretoria) offers a mini dissertation for completion of the MBA qualification. Leeds University Business School (United Kingdom) does not offer a dissertation but rather offers two (2) additional core modules. It is therefore evident that the major difference between the proposed MBA qualification and the other MBA qualifications is the research component. Whilst the proposed qualification has some specialisations, the University of Sydney Business School and Leeds University Business School do not have any specialisations.

### **Title of Qualification, NQF Level & Credit Value or Duration (where applicable):**

It can be noted that Gordon Institute of Business Science, University of Pretoria, offers a Master of Business Administration (MBA) with a focus on either General Management, Entrepreneurship, Consulting, Manufacturing, Digital, Healthcare or Climate Leadership. University of Zimbabwe also offers a Master of Business Administration (MBA) with some specialisations focusing on either General Management, Statistics and Financial option. These two (2) MBA qualifications are in tandem with our proposed MBA qualification, which has four (4) options, namely;

- i. Master Of Business Administration - General
- ii. Master Of Business Administration - Leadership
- iii. Master Of Business Administration - Human Resources Management
- iv. Master Of Business Administration – Marketing

The credit composition of all five MBA programs is on the NCQF Level 9, which goes hand in hand with the proposed MBA. The other similarity is in the number of courses offered. The qualifications have about 10 to 12 core courses and about 2 to 4 optional courses, except for Leeds University.

### **Main Exit Outcome(s)**

All the stated MBA qualifications will prepare the graduates for an easy transition into strategic and independent thinkers who will be capable of applying and integrating knowledge within and across organisational functions, and in the business environment. All the qualifications emphasise developing the next generation of committed and innovative academic researchers and thought leaders. In terms of the learning outcomes, it is proven that the thrust of all the qualifications is directed towards problem-solving, which is a point of departure to link graduates with the industry, as enunciated by the motive to develop new business concepts and ideas that will lead to industrialisation.

### **Domains/Modules/ Courses/Subjects covered (Fundamental, core & electives):**

All qualifications have got core and elective modules and a dissertation or capstone project is considered compulsory for all institutions. To be awarded this qualification, learners should satisfy all requirements of coursework, dissertation/capstone project and class attendance.

### **Assessment strategies and Weightings:**

All qualifications are typically employing a combination of assessments that include assignments, examinations, group projects, presentations and case studies. The combination of weightings will depend on which assessments modes are chosen. However, University of Sydney Business School include a significant portion of microscopic individual written assessment that weighs 50%. University of Zimbabwe seems to rely heavily on final examinations with weighting of 60%. The MBA of University of Sydney is more technologically savvy as they allow integration of AI.

**Qualification rules and minimum Standards for the award of the qualification:**

All the qualifications typically require the completion of coursework, capstone project or dissertation. All the qualifications have defined number of credits that must be met to qualify for MBA degree. For Wits Business School, The University of the Witwatersrand 220 credits are required. For The University of Sydney Business School 72 credits are required. For Gordon Institute of Business Science, University of Pretoria 180 credits are required. For University of Zimbabwe-Zimbabwe for 216 credits are required and for Leeds University Business School 180 credits are required.

**Education and Employment Pathways:**

Though with different credit levels due to different frameworks, all qualifications are at NQF level 9 except for Leeds University which is at NQF level 7. In terms of employment pathways, graduates mainly work as administrative managers, corporate planning manager, etc and with a possibility of owning businesses. Graduates can further studies in Doctor of Business Administration (DBA) or Doctor of Philosophy (PhD).

**REVIEW PERIOD**

5 years



## BQA NCQF QUALIFICATION TEMPLATE

**For Official Use Only:**

<b>CODE (ID)</b>			
<b>REGISTRATION STATUS</b>	<b>BQA DECISION NO.</b>	<b>REGISTRATION START DATE</b>	<b>REGISTRATION END DATE</b>
<b>LAST DATE FOR ENROLMENT</b>		<b>LAST DATE FOR ACHIEVEMENT</b>	

  
**BOTSWANA**  
 Qualifications Authority