

QUALIFICATION SPECIFICATION									
SECTION A									
QUALIFICATION DEVELOPER			BA ISAGO University						
TITLE		Master of Business Administration				NCQF LEVEL		09	
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			Master		✓	Doctor	
CREDIT VALUE						263			
RATIONALE AND PURPOSE OF THE QUALIFICATION									
<p>The Botswana Government aims at having a diversified, sustainable and high-income economy by supporting the manufacturing sector to engage in export business in an effort to boost economic growth and create employment (Vision 2036). To make a breakthrough and survive in the international business arena, there is need for sound and sustainable business strategies. In line with the vision 2036, the Government of Botswana endeavours to support the service sector to develop services which are competitive and exportable to other countries. Strategic managers are therefore needed to develop survival and growth strategies for domestic companies in international markets.</p> <p>Business management has been identified as the cutting edge and priority in all the sectors of the economy as shown in the Human Resource Development Council (HRDC, 2009) Priority Occupations. On the other hand, research has shown that most businesses fold up in the first five years of operation due to various reasons including lack of strategic directions and lack of implementation of the strategy. The purpose of the qualification is therefore to develop competences in strategic management across all sectors of the economy. Business management is universal and the cornerstone for any business success. HRDC research showed that Botswana was lacking professional business managers and experts in areas of Strategic Organisational Design & Development, Strategic Marketing & Innovation, Strategic Financial Management, Global Business Strategy and Strategic planning. To date most companies in Botswana are</p>									

relying on foreign consultant companies to formulate and spearhead their strategic plans. This clearly shows lack of home-grown skills to spearhead the strategic directions of the business.

Purpose of the Qualification

Graduates from this qualification will be equipped with knowledge, skills and competences in the following areas:

- business management
- business administration
- marketing
- financial Management
- economics
- analytical skills applying business analysis
- data management
- diagnostic problem-solving
- management decision-making

Furthermore the graduates shall have leadership and team membership skills needed for implementing and coordinating organizational activities and managing change. They will understand how global competitive environments are changing business practice as well as the ability to integrate business knowledge and management techniques to aid planning and control in a changing environment. They will be equipped with corporate business skills to promote a knowledge economy which Botswana aspires to be in 2036 and develop their survival strategies in this highly competitive global industry (NDP11, HRDS 2016).

ENTRY REQUIREMENTS (including access and inclusion)

Applicants should have the following:

- i. NCQF Level 7 or NCQF Level 8

OR

- ii. Candidates who do not have the minimum academic qualifications stated above, but have five years relevant work experience in a related field, or having any recognized Degree will be



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considered upon satisfying the requirements of the Academic Affairs Board that might include an entrance interview.

QUALIFICATION SPECIFICATION	
SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Conduct business research and environmental analysis	1.1 Select suitable model to assess the business environment 1.2 Justify the choice of the target market to sell the company products 1.3 Develop the SWOT matrix based on environmental analysis results 1.4 Formulate business objectives at strategic and tactical levels of management 1.5 Suggest the appropriate business strategies to meet the business objectives 1.6 Evaluate the effectiveness of the marketing strategies
2. Apply business and managerial skills across disciplines.	2.1 Demonstrate the ability to develop pertinent and logically structured arguments. 2.2 Demonstrate the ability to apply analytic techniques relevant to specific business problems and contexts. 2.3 Exhibit the written and oral presentation skills necessary for a management professional. 2.4 Appraise the success and failure of each business strategy. 2.5 Validate the ability to work effectively in teams and to evaluate their performance.
3. Understand the financial reporting environment and the financial statements interconnectivity	3.1 Evaluate the financial condition and performance of a corporation and make strategic decisions to correct any problem areas. 3.2 Justify financial markets and the environment within which companies must compete, obtain resources, and make investment decisions. 3.3 Apply financial concepts to make an overall assessment/analysis of the strength of a corporation and

	<p>weave that into a prediction for the future success of the company.</p> <p>3.4 Demonstrate knowledge of using financial principles (agency problems, time value of money, risk/return tradeoff, valuation, capital budgeting, cost of capital, capital structure, dividend policy, etc.) to assess financial health of the business.</p> <p>3.5 Interpret financial budgets of the business.</p> <p>3.6 Measure the financial performance of the business.</p>
4. Develop a comprehensive strategic plan to be used in the business.	<p>4.1 Implement an appropriate strategic plan format.</p> <p>4.2 Outline the components of the strategic business plan.</p> <p>4.3 Develop different methods for setting budgets for the business units and assessing effect.</p> <p>4.4 Write a Strategic plan of the business.</p> <p>4.5 Evaluate the value of a strategic plan in delivering business solutions.</p>
5. Apply digital strategies for the business	<p>4.1 Analyse the macro-environment using a range of existing and emerging digital analysis tools and frameworks.</p> <p>4.2 Develop a digital marketing mix to deliver on the strategic plan.</p> <p>4.3 Manage key channels and content within a digitally enhanced strategic plan.</p> <p>4.4 Measure the effectiveness of digital channels of the business.</p> <p>4.5 Gauge strategic implications of the disruptive digital environment.</p> <p>4.6 Analyse current digital technologies and Information Technology (IT) management trends (e.g., current technology projects, current trends such as SMAC (social, mobile, analytics, cloud, cybersecurity, etc.).</p>
6. Develop market driven business strategies	<p>6.1 Select appropriate distribution channel alternatives.</p> <p>6.2 Justify different pricing strategies according to market dynamics.</p>

	<p>6.3 Design the physical environment and service escapes strategies to attract customers in different service point areas.</p> <p>6.4 Develop successful value-delivering business strategies.</p> <p>6.5 Blend the business strategies to create total customer value and satisfaction.</p> <p>6.6 Develop after-action and post-implementation reviews using Balance Scorecard and other measures.</p>
7. Assess logistics and operations management of the business.	<p>7.1 Apply statistical principles and methods for critical analysis of business operations.</p> <p>7.2 Demonstrate the role and value of technology and analytical methods for strategic and tactical decision-making.</p> <p>7.3 Manage the various supply chain relationships.</p> <p>7.4 Apply technology and quantitative methods to address operations business problems.</p> <p>7.5 Assess the organisation's risk management policies and protocols.</p> <p>7.6 Manage quality standards across all sections of the business.</p>
8. Develop long term marketing strategies that contribute to the achievement of organizational goals.	<p>8.1 Formulate mission statement for the organisation.</p> <p>8.2 Conduct industry analysis by the use of Porter's Five Forces Model.</p> <p>8.3 Set the marketing goals and objectives.</p> <p>8.4 Set marketing strategies.</p> <p>8.5 Compile a marketing plan.</p>

QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	Research Methods	9	24
CORE COMPONENT Subjects / Units / Modules /Courses	Management Information Systems	8	12
	Global Business Environment	9	15
	Global Marketing	8	15
	Entrepreneurship and Risk Management	9	15
	Supply Chain Management	8	12
	Managerial Economics	9	12
	Financial and Managerial Accounting for Decision Making	8	12
	Business Legal Environment and Labour Law	9	12
	Business Ethics and Corporate Governance	9	15
	Operations Management	9	12
	Management	8	15
	Dissertation	9	80
ELECTIVE COMPONENT Subjects / Units / Modules /Courses	(one elective)		
	International Finance	9	12
	Strategic Financial Management	9	12
	Strategic Marketing & Innovation	9	12
	Global Business Strategy	9	12
	Human Resources Management	9	12
	Strategic Organisational Design & Development	9	12
	Advanced Corporate Entrepreneurship	9	12
	Strategic Family Business	9	12
Rules of combinations, Credit distribution (where applicable):			
Level 8 consists of 66 Credits			
Level 9 consists of 197 Credits			
Total credits : 263			

The credit combination is made up of 24 credits from the fundamental component, 227 credits from the core component and the remaining 12 credits from the electives component where candidates choose only one module.

ASSESSMENTS AND MODERATION ARRANGEMENTS

Assessment

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

i. Formative assessment

The weightings for the Formative Assessment component which contributes to the awarding of credits is to be weighted as follows (except for the project). Formative assessment would be the form of assignments and tests.

The weighting of formative assessment is 50 % of the Final assessment grade.

ii. Summative assessment

- Final examinations

The weighting of summative assessment is 50 % of the Final assessment grade.

Internal moderation requirements

- i. All assessment instruments should be internally moderated before administration
- ii. The preparation of the moderation should be accompanied by the Assessment Matrix
- iii. A Sample of scripts which is representative enough will be moderated.
- iv. Reports and associated documents to be in place for external moderation should include but not be limited to:
 - Qualification Document
 - Assessment Instrument
 - Assessment design and alignment matrix
 - Marking key
 - Internal Moderation report
 - List of candidates and scores attained
 - Examination Attendance register

External moderation requirements

External Moderation

- i. Following Internal Moderation, a sample of assessment items will be reviewed by the External Examiner.
- ii. All items reviewed by the External Examiner will have been subject to Internal Moderation, although not all items scrutinised by the External Examiner will have been second marked.

- iii. The role of the External Examiner is to provide an objective, external engagement with the assessment items to ensure that they have been graded reliably and reflect the required academic standards set. External moderation will be carried as follows:
- The sample size within a module will be at least 10% of work from each assessment item.
 - The sample should be taken from all modules in those levels which contribute to the final award classification.
 - The sample will contain items that were chosen for internal second marking and those that were not.
 - A copy of the Assessment Moderation Form is available to all External Examiners for recording purposes.

RECOGNITION OF PRIOR LEARNING (if applicable)

Recognition of Prior Learning (RPL) is a form of assessment for eligibility into the qualification. It allows recognition of skills and knowledge acquired through informal learning such as work or life experience. RPL is granted where the candidate is able to provide sufficient evidence of their competence in a module as determined by the appointed RPL Assessor. The minimum acceptable NCQF is level 7 for one to be acceptable for the Master's program.

Candidates wishing to apply for RPL assessment will submit their applications to the relevant awarding body, and the application will be processed in accordance with the necessary processes and procedures as defined in the relevant policies, criteria and guidelines for RPL in the respective awarding bodies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathways

Horizontal articulation (qualifications of similar level)

- Master of Commerce in Entrepreneurship
- Master of Science in Business Management
- Master of Technology in Public Management
- Master of Science in Project Management

Vertical articulation

Anyone who has attained MBA can qualify to do:

- PhD in Management Sciences
- PhD in Business Management
- PhD in Public Management, and
- PhD in Strategic Management.

Employment pathway

MBA graduates can be employed as:

- Business strategists
- Operations managers
- Production managers
- Bank managers
- Entrepreneurs
- Researchers
- Marketing managers
- Management consultants
- Portfolio managers
- Project managers
- Careers in both local and international development institutions, for example, ADB, World Bank, UNDP etc.

QUALIFICATION AWARD AND CERTIFICATION

Candidates meeting the prescribed requirements of a minimum of 263 credits will be awarded the Master of Commerce in Business Administration in accordance with the qualification composition rules and applicable policies. Candidates should have passed all fundamental, core and selected elective modules.

REGIONAL AND INTERNATIONAL COMPARABILITY

The qualification compares favourably with the following institutions:

- North West University (NWU, South Africa)
- Midlands State University (MSU, Zimbabwe)
- University of South Africa (UNISA, SA)
- University of Manchester (UK)

Comparability of this Master of Business Administration with other similar qualifications offered in other countries

The Master of Business Administration is expected to meet standards of quality comparable with international benchmarks established for Masters Degrees in Business Administration. It is comparable to other similar Masters Degrees in Business Administration from around the world especially Southern Africa Development Community countries with regards to;

- Duration – total duration of study is two years similar to the MBA Degree from the Midlands State University (MSU) Zimbabwe, and the University of Manchester (UK) which all fall under NQF Level 9.

- Entry requirements – This MBA Degree in Business Administration entry requirements are the same as those of four above universities. The student must have obtained at least a first four degree in Management, Business Administration and Entrepreneurship.
- Structure – this qualification is unique to some MBA Degrees offered in South Africa, Zimbabwe in the sense that the students will cover 16 modules. The qualification is similar to the Master's Degree offered by MSU Zimbabwe in the sense that it covers 16 Modules and the dissertation.
- Assessment criteria – A combination of formative and summative assessment is used across all the degrees compared. Students are required to pass with 50% like other qualifications offered by other universities.
- Content – This MBA Degree, Midlands State University (Zimbabwe) MBA, North West University (South Africa) MBA and University of Manchester (UK) MBA are all broad-based, delving extensively into a variety of patently business management sub-areas as well other business-related disciplines. Hence they respectively carry the following credits (240 for the Midlands State University in Zimbabwe and 280 for this MBA).

The MBA compares favourably with the regional and international qualifications in terms of its broad base and credit loading. All the qualifications compared lead to similar educational (same level Masters Degrees horizontally, and business-related degrees or higher degrees vertically) and employment pathways (high level management). The qualification lays strong emphasis on building learners with research capability hence it offers 2 research modules (Quantitative and Qualitative) that are geared to cultivating a culture of research in Botswana. It is evident that research is currently lacking capacity in institutions and organizations, and the strong research component remains the niche for the MBA qualification.

REVIEW PERIOD

This qualification will be reviewed after 5 years upon registration.

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

Refer to Appendix 1: Comparative matrix

Refer to Appendix 2: Needs Assessment Report for the Master of Business Administration.

APPENDIX 1

	INSTITUTIONS BENCHMARKED WITH			
Factor Benchmarked	BA ISAGO University (Botswana)	Midlands State University (Zimbabwe)	University of South Africa (South Africa)	University of Manchester (UK)
Duration	2 years	2 years	2 years	2 years
Entry requirements	First degree in Management, Business Administration and Entrepreneurship	First degree in Management, Business Administration and Entrepreneurship.	Honours degree in Management, Business Administration and Entrepreneurship.	First degree in Management, Business Administration and Entrepreneurship.
Structure	15 Modules in 18 months	16 Modules in 18 months	12 Modules in 18 months	12 Modules in 18 months
Assessment Criteria	A combination of formative and summative assessment is used.	A combination of formative and summative assessment is used.	A combination of formative and summative assessment is used.	A combination of formative and summative assessment is used.
Content	Broad-based, delving extensively into a variety of patently business management sub-areas as well other business-related disciplines	Broad-based, delving extensively into a variety of patently business management sub-areas as well other business-related disciplines	Broad-based, delving extensively into a variety of patently business management sub-areas as well other business-related disciplines	Broad-based, delving extensively into a variety of patently business management sub-areas as well other business-related disciplines

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Credits	263	240	240	-
Overall comparability statement	The MBA compares favourably with the regional and international qualifications in terms of its broad base and credit loading. All the qualifications compared lead to similar educational (same level Masters Degrees horizontally, and business-related degrees or higher degrees vertically) and employment pathways (high level management).			