

## BQA NCQF QUALIFICATION TEMPLATE

<b>SECTION A: QUALIFICATION DETAILS</b>												
<b>QUALIFICATION DEVELOPER (S)</b>	BA ISAGO University											
<b>TITLE</b>	Master of Business Administration						<b>NCQF LEVEL</b>	9				
<b>STRANDS (where applicable)</b>	1. Master of Business Administration 2. Strategic Management 3. Project Management 4. Entrepreneurship and Innovation											
<b>FIELD</b>	Business, Commerce and Management Studies						<b>CREDIT VALUE</b>	242				
<b>SUB FIELD</b>	Management Studies											
New Qualification	Legacy Qualification		Renewal Qualification			✓						
Registration Code		Q0097										
<b>SUB-FRAMEWORK</b>	General Education			TVET			Higher 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>												
<p><b>RATIONALE:</b></p> <p>Botswana's national development blueprint, Vision 2036, envisions a diversified, knowledge-based and high-income economy driven by innovation, sustainable industries and globally competitive enterprises. Achieving this aspiration requires the development of strategic business leaders capable of managing organisational complexity, driving innovation and delivering operational excellence across both public and private sectors.</p> <p>National skills development priorities articulated by the Human Resource Development Council (HRDC Report 2025) emphasise the need for strengthened managerial competencies in areas such</p>												

as strategic management, project management, entrepreneurship, and innovation. Organisations increasingly require leaders who can formulate and implement strategy, manage complex projects, and foster innovation to enhance productivity and competitiveness. Strengthening local capacity in these domains is essential to support sustainable economic transformation and reduce dependency on external expertise.

The restructured MBA qualification responds directly to this national imperative by offering specialised strands in Strategic Management, Project Management, and Entrepreneurship and Innovation, while maintaining a strong core foundation in leadership and general management. This flexible structure enables learners to develop advanced expertise in selected business domains while retaining broad managerial competence.

The qualification is therefore aligned with Botswana's Human Capital Development priorities and economic transformation agenda. Furthermore, BA ISAGO University has consistently experienced sustained enrolment in the qualification, indicating continued demand for advanced management education that is responsive to evolving industry and national development needs. In 2024 (July Intake), a total of 7 students were admitted, followed by 25 in 2025 (January Intake – 8 and July Intake – 17) and 13 in 2026 (January Intake), with expectation to attract more in July 2026. Furthermore, the Employer Satisfaction Survey further affirmed the qualification's sustained market relevance, with respondents noting significant performance improvements among graduates, thereby reinforcing its value and positive contribution in the business arena.

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

The purpose of this qualification is to produce graduates with advanced knowledge, skills, and competences to:

- Apply specialised business, strategic and analytical frameworks to complex organisational decision-making.
- Integrate cross-functional business knowledge to drive sustainable growth, competitiveness and innovation.
- Demonstrate ethical leadership, sound governance, and strategic oversight in managing people, processes, resources and technology.
- Conduct specialised research and data-driven analysis that contributes to business problem-solving, organisational improvement and knowledge advancement.

### ***Strategic Management***

- Analyse competitive and macro-environmental contexts, formulating evidence-based strategies and leading effective strategy implementation to ensure long-term organisational sustainability and adaptability.

### ***Project Management***

- Initiate, plan, execute, monitor, and evaluate complex projects using recognised project management frameworks, ensuring efficiency, risk management, stakeholder alignment, and value delivery.

### ***Entrepreneurship and Innovation***

- Identify and evaluate business opportunities, develop sustainable ventures and drive organisational transformation through creativity, strategic innovation and opportunity-based thinking.

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

- i. Applicants must hold a minimum of bachelor's degree, NCQF Level 7 or equivalent.

OR

- ii. Candidates who do not meet the above minimum entry requirements will be considered through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) as specified in policies by the Education and Training Provider (ETP) in line with the National RPL and CAT policies.

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## BQA NCQF QUALIFICATION TEMPLATE

<b>SECTION B</b>		<b>QUALIFICATION SPECIFICATION</b>	
<b>GRADUATE PROFILE (LEARNING OUTCOMES)</b>		<b>ASSESSMENT CRITERIA</b>	
<p>1. Analyse complex business environments and formulate integrated strategic responses that enhance organisational sustainability and competitiveness.</p>	<p>1.1 Evaluate macro and micro environmental factors using appropriate strategic frameworks.</p> <p>1.2 Formulate evidence-based business objectives at strategic and tactical levels.</p> <p>1.3 Develop comprehensive strategic plans aligned to organisational vision.</p> <p>1.4 Evaluate strategy implementation approaches, including change management processes.</p> <p>1.5 Assess strategic performance using balanced scorecards and other advanced performance measurement systems.</p>		
<p>2. Integrate advanced knowledge of core business disciplines to solve complex organisational problems and support executive decision-making</p>	<p>2.1 Integrate finance, marketing, operations, human resource management, and economics in strategic decision-making.</p> <p>2.2 Apply advanced analytical and quantitative techniques to solve complex business challenges.</p> <p>2.3 Critically evaluate organisational risk, governance, and quality management systems.</p> <p>2.4 Assess financial performance using capital budgeting, investment appraisal, and corporate finance principles.</p> <p>2.5 Evaluate international business dynamics and their strategic implications.</p>		
<p>3. Apply digital transformation and technological innovation to enhance strategic and operational performance.</p>	<p>3.1 Critically analyse emerging digital technologies and their strategic implications.</p>		

	<p>3.2 Develop digital transformation strategies aligned with organisational objectives.</p> <p>3.3 Evaluate digital performance metrics and data-driven decision systems.</p> <p>3.4 Assess the impact of disruptive technologies on competitive positioning and business models.</p>
<p>4. Demonstrate advanced leadership, ethical governance, and stakeholder management capabilities in complex organisational contexts.</p>	<p>4.1 Critically evaluate leadership approaches in dynamic business environments.</p> <p>4.2 Analyse governance frameworks and ethical decision-making practices.</p> <p>4.3 Design stakeholder engagement strategies that enhance organisational performance</p>
<p>5. Conduct independent specialised research that contributes to strategic innovation and organisational problem-solving</p>	<p>5.1 Formulate researchable business problems grounded in theory and practice.</p> <p>5.2 Apply advanced research methodologies and appropriate data collection techniques.</p> <p>5.3 Analyse data using suitable quantitative and/or qualitative analytical methods.</p> <p>5.4 Produce a coherent research report that demonstrates critical thinking and practical relevance</p>
<p>6. Critically evaluate competitive dynamics, industry structures, and macroeconomic forces to inform long-term corporate strategy</p>	<p>6.1 Formulate corporate, business-level and functional strategies using advanced strategic frameworks.</p> <p>6.2 Design and evaluate strategy implementation mechanisms, including performance measurement systems and change management processes.</p>

## BQA NCQF QUALIFICATION TEMPLATE

	6.3 Assess strategic risk and uncertainty in volatile and complex business environments
7. Apply advanced project management methodologies to plan, execute, monitor, and control complex projects.	<p>7.1 Critically evaluate project governance, risk management, budgeting, and stakeholder engagement strategies.</p> <p>7.2 Integrate strategic alignment principles to ensure projects deliver organisational value and measurable outcomes.</p> <p>7.3 Analyse project performance using advanced monitoring tools and post-implementation evaluation frameworks.</p>
8. Critically evaluate entrepreneurial opportunities using market and feasibility analysis tools.	<p>8.1 Design innovative and sustainable business models in dynamic and competitive markets</p> <p>8.2 Develop venture growth strategies, including financing, scaling and risk mitigation mechanisms</p> <p>8.3 Lead organisational innovation initiatives that foster creativity, digital transformation and continuous improvement</p>

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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level [7]	Level [8]	Level [9]	
		<b>FUNDAMENTAL COMPONENT</b> Subjects/ Courses/ Modules/Units	Advanced Research Methods		
	Business Analytics			12	12
<b>CORE COMPONENT</b> Subjects'/Courses/ Modules/Units	Global Business Environment			10	10
	Leadership and Change Management			10	10
	Managerial Economics			12	12
	Strategic Management			10	10
	Ethics, Governance and Sustainability			10	10
	Managing Human Capital in a Global Context			10	10
	Financial Management			12	12
	Operations & Supply Chain Management			10	10
	Management and Organisational Behaviour			10	10
	Global Marketing & Innovation			12	12
	Dissertation			80	80

## BQA NCQF QUALIFICATION TEMPLATE

STRANDS/ SPECIALIZATION	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits
		Level [7]	Level [8]	Level [9]	
<b>1. MBA</b>	Business Strategy in the Digitalization Age			12	12
	Technology and Innovation Management			12	12
<b>2. Strategic Management</b>	Strategic Organisational Design & Development			12	12
	Corporate Strategy and Change Leadership			12	12
<b>3. Project Management</b>	Project Planning & Control			12	12
	Strategic Project Risk & Quality Management			12	12
<b>4. Entrepreneurship &amp; Innovation</b>	Innovation management			12	12
	Venture creation and Growth strategy			12	12

## BQA NCQF QUALIFICATION TEMPLATE

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

#### TOTAL CREDITS PER NCQF LEVEL

NCQF Level	Credit Value
9	242
<b>TOTAL CREDITS</b>	<b>242</b>

**Rules of Combination:**

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

The credit combination for this qualification is made up of 32 credits from fundamental component, 186 credits from the core component and 24 credits from the specialisation component.

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### ASSESSMENT ARRANGEMENTS

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

**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.

### RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning (RPL) will be applicable for consideration for award in this qualification.

### CREDIT ACCUMULATION AND TRANSFER

Credit Accumulation and Transfer (CAT) will be applicable for consideration for award in this qualification.

### PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

**Horizontal Progression:**

- Master of Commerce in Entrepreneurship
- Master of Science in Business Management
- Master of Science in Business Leadership
- Master of Science in Project Management

**Vertical Progression:**

- Doctor of Business Administration
- Doctor of Philosophy in Management Sciences
- Doctor of Philosophy in Business Management
- Doctor of Philosophy in Strategic Management
- Doctor of Philosophy in Business Administration

### Employment Pathways:

- General Manager
- Strategy Consultant
- Operations Manager
- Production Manager
- Bank Manager
- Entrepreneur
- Marketing Manager
- Management Consultant
- Portfolio Manager
- Project Manager
- Business Analyst
- Organizational Development Constant

### 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 the Master of Business Administration candidates should have passed all course work assignments and the final examination and obtained a minimum of 242 credits. A certificate will be issued to learners who are awarded the qualification.

### SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

The proposed qualification was benchmarked against the following:

- Gordon Institute of Business Science of University of Pretoria (South Africa) – Master of Business Administration (MBA)
- Strathmore Business School of Strathmore University (Kenya) – Master of Business Administration (MBA)
- Cranfield School of Management at Cranfield University (United Kingdom) – Master of Business Administration (MBA)

The benchmarking exercise reveals that the proposed Master of Business Administration (MBA) compares favourably with the above regional and international qualifications in terms of level positioning, qualification purpose, learning outcomes, assessment strategies, credit structure, and

notional learning time. All the qualifications have similar titles and offer opportunities for specialisations. Also, the qualifications are positioned at postgraduate master's level within their respective national qualification frameworks (NCQF, NQF, KNQF and FHEQ) and are designed to develop advanced managerial and strategic leadership competencies required for complex organisational environments.

Although the benchmarked qualifications adopt different approaches to specialisation structures, they are comparable in scope and academic depth. The proposed MBA offers three structured strands in Strategic Management, Project Management, and Entrepreneurship and Innovation, while the benchmark institutions provide similar focus areas or elective concentrations within their MBA frameworks. For example, the MBA offered by the GIBS provides focus areas such as Strategic Management and Project Leadership, while the MBA offered by Strathmore Business School includes Strategic Management and Project Management specialisations. Similarly, the MBA offered by the Cranfield School of Management allows learners to pursue specialisations in Strategy and Entrepreneur and Innovation. These variations primarily reflect institutional curriculum design preferences rather than substantive differences in academic level or complexity.

Across the benchmarked qualification the structures demonstrate strong alignment in core management domains. Similarly to the proposed, the benchmark qualifications incorporate core modules covering strategic management, leadership, organisational behaviour, finance, marketing, operations management, and business analytics. These common domains ensure that graduates develop a broad understanding of organisational functions while building the strategic and analytical capabilities required for leadership roles.

The assessment strategies across all the benchmarked qualifications incorporate both formative and summative assessment approaches. These typically include case study analyses, group projects, presentations, applied research assignments, tests and examinations designed to assess the achievement of the stated learning outcomes. The award of the qualification in all qualifications requires learners to complete the prescribed modules and attain the minimum credit requirements, including the successful completion of a dissertation or applied research project.

Differences observed across the qualifications are largely attributable to the national qualification frameworks and institutional structures, particularly regarding credit weighting and duration of study.

## BQA NCQF QUALIFICATION TEMPLATE

The proposed and Strathmore Business School qualifications are offered over a duration of two years with the proposed carrying 242 credits. Contrary to the Cranfield School of Management and Gordon Institute of Business Science qualifications which run for 1 year at 180 credits each. Despite these differences in duration and credit allocation, the overall learning outcomes and academic expectations remain comparable across the qualifications.

In terms of articulation and progression, all the qualifications provide comparable academic and professional pathways. The MBA qualifications are designed to prepare graduates for senior management and leadership roles across both the public and private sectors. Typical employment pathways include roles such as Business Development Manager, Strategy Manager, Project Manager, Operations Manager, Innovation Manager, Management Consultant, and Entrepreneur, among others. Furthermore, the qualifications provide a strong foundation for further academic progression to doctoral studies such as a Doctor of Business Administration (DBA) or Doctor of Philosophy (PhD) in Business Administration or related disciplines.

### REVIEW PERIOD

This qualification will be reviewed after 5 years upon registration.

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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	