

BQA NCQF Qualification Template

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Issue No.: 01

QUALIFICATION SPECIFICATION										SECTION A																											
QUALIFICATION DEVELOPER				Botho University																																	
TITLE			Master of Business Administration					NCQF LEVEL		9																											
FIELD		Business, Commerce and Management Studies				SUB-FIELD		Business Administration																													
New qualification			X		Review of existing qualification																																
SUB-FRAMEWORK			General Education				TVET				Higher Education		X																								
QUALIFICATION TYPE			Certificate				Diploma				Bachelor																										
			Bachelor Honours				Master		X		Doctor																										
CREDIT VALUE								240																													
RATIONALE AND PURPOSE OF THE QUALIFICATION																																					
<p>HRDC has published 'Priority skills' for Botswana in March 2019. The following occupations needs the specific skills related to the field:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th>Occupation</th> <th>Specialization</th> <th>Technical skills</th> </tr> </thead> <tbody> <tr> <td>Business Services and Administration Managers</td> <td>Business & Information System Manager; Business Administration Manager</td> <td>Financial Planning, Market Research, Applied Research, Digital, Data Analysis</td> </tr> <tr> <td>Research and Development Managers</td> <td>Research Project Manager; Research Manager, Intellectual Property Manager</td> <td>Sales & Marketing, Digital, Data Analysis (Big Data), Introduction to Artificial Intelligence Basics</td> </tr> <tr> <td>Small Business Managers</td> <td>Marketing Manager Sales Manager Accounts Manager</td> <td>Market Research Skills, Digital, Data Analysis Accounting</td> </tr> <tr> <td>Project Managers</td> <td></td> <td>Risk Management, Budgeting, Management.</td> </tr> <tr> <td>Researchers</td> <td>Economic Researchers</td> <td>Research Methods (Qualitative and Quantitative) Quantitative & Qualitative Analysis, Sampling Procedure, Statistical Analysis (Descriptive and Inferential).</td> </tr> <tr> <td>Research Technicians</td> <td>Research Technicians on: Economy (Different Sectors of the Economy, Political, Social, Labour Industry, Intellectual Property</td> <td>Conducting Tests and Experiments, Sampling Techniques, Data Collection, Adherence to Research Ethics, Data Analysis, Interpreting, Research Skills.</td> </tr> <tr> <td>Research Development & Managers</td> <td></td> <td>Industrial Revolution Skills, Product Development, Customer Satisfaction, Research Management Skills</td> </tr> </tbody> </table> <p>(Priority skills, HRDC, March 2019).</p>														Occupation	Specialization	Technical skills	Business Services and Administration Managers	Business & Information System Manager; Business Administration Manager	Financial Planning, Market Research, Applied Research, Digital, Data Analysis	Research and Development Managers	Research Project Manager; Research Manager, Intellectual Property Manager	Sales & Marketing, Digital, Data Analysis (Big Data), Introduction to Artificial Intelligence Basics	Small Business Managers	Marketing Manager Sales Manager Accounts Manager	Market Research Skills, Digital, Data Analysis Accounting	Project Managers		Risk Management, Budgeting, Management.	Researchers	Economic Researchers	Research Methods (Qualitative and Quantitative) Quantitative & Qualitative Analysis, Sampling Procedure, Statistical Analysis (Descriptive and Inferential).	Research Technicians	Research Technicians on: Economy (Different Sectors of the Economy, Political, Social, Labour Industry, Intellectual Property	Conducting Tests and Experiments, Sampling Techniques, Data Collection, Adherence to Research Ethics, Data Analysis, Interpreting, Research Skills.	Research Development & Managers		Industrial Revolution Skills, Product Development, Customer Satisfaction, Research Management Skills
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This table clearly shows that there is a need for this qualification, which could produce the research technicians and research managers in the field of Business.

Prioritization of occupations in demand is informed by national priorities as outlined in the VISION 2036 and they include, National Development Plan (NDP 11), and long-term strategies of the different sectors of the economy. Based on the aforementioned, the development of the human capital is essential in achieving the VISION 2036 pillars.

Occupations in high demand: These are occupations that are currently experiencing shortages or acute paucity in the labour market (short term) and occupations that show relatively strong employment growth (long term) which include Business Management, Research, Marketing, Finance and Entrepreneurship. A market survey was embarked to establish whether the qualification was viable or not. The responses from the survey were positive with an inkling that the qualification was contemporary, needed and sustainable.

Purpose

The purpose of the qualification is to produce graduates with the necessary mix of technical, organizational and management knowledge and skills to qualify them as Business Administration professionals.

The qualification will equip the candidates with knowledge, skills and competences to:

- manage business operations effectively
- Analyse business environment effectively
- Formulate and implement business strategies;
- manage business finances effectively
- Effectively manage business projects
- Formulate and implement human resource strategies
- Prepare effective business proposals for funding
- Conduct business related research

ENTRY REQUIREMENTS (including access and inclusion)

- The minimum admission requirement is NCQF Level 7 in any field.
- NCQF level 8 qualification in the same or a related field of study will also be acceptable for admission.
- Applicants that do not meet the above criteria but possess relevant industry experience will be considered through recognition of prior learning (RPL).

QUALIFICATION SPECIFICATION	
SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
<p>Buy the end of this qualification, graduates will be able to:</p> <ul style="list-style-type: none"> • Demonstrate requisite advanced critical skills and mastery of the field of study or practice and capacity meant to assist in addressing challenges experienced by most emerging economies most especially within the context of collaborative business strategies, management information systems and Decision analysis. 	<ul style="list-style-type: none"> • Introspect, reflect and discuss their management practices to establish whether they meet the needs of a diverse managerial portfolio using case studies of invaluable experiences within the context of collaborative business strategies, decision analysis and management information systems. • Embolden capacity to address challenges and take advantage of opportunities of today and future within the context of decision analysis.
<ul style="list-style-type: none"> • Design and develop advanced knowledge at the frontier of specialized discipline or cross disciplinary fields in leading approaches of existing knowledge through collaborative efforts meant to address contemporary issues of strategic management and risk management as well as new Product development of the society. 	<ul style="list-style-type: none"> • Reason and rationalize associated business administration and commercial practices that develop through the foundations of business and accounting practices in order to exhibit scholarly capabilities with respect to New Product development, strategic management and risk management. • Make scholarly decisions on how to develop business goals, in the contexts in which they are operating taking into consideration the bigger picture.
<ul style="list-style-type: none"> • Apply high level of mastery in research knowledge based on rigor, propositions, judgments and evaluation of existing professional practice and ability to comprehend issues and ideas in perspective within the context of Business Research Methods and Dissertation. 	<ul style="list-style-type: none"> • Integrate a collection of virtual learning environment to manage online learning, research and business practices within the context of Business Research methods and Dissertation. • Provide delivery and managerial mechanisms in a click and mortar era.

<ul style="list-style-type: none"> • Apply high degree of ethical conduct in providing stakeholders' desired practical suggestion/options for implementation with respect to Financial Management and Management Accounting. 	<ul style="list-style-type: none"> • Validate the content of the Case studies prepared through the reflection of assessment instruments from managerial perspective within the context of Financial management and Management Accounting. • Integrate evidence of moderation by developing valid assessment and moderation procedure in an ethical manner.
<ul style="list-style-type: none"> • Apply robust critical analysis, evaluation and synthesis through enhancement of strategic management and market orientation dynamics of diverse economies. 	<ul style="list-style-type: none"> • Explicate the knowledge, skills and competencies in the quality assurance in Business and Accounting field within the context of strategic management and marketing management. • Explore through case studies application the dynamic factors (internal and external) that either facilitate or hinder quality assurance practice for improvement of learning in an era of environmental munificence from managerial point of view.
<ul style="list-style-type: none"> • Demonstrate advanced understanding and application of new skills and techniques to identify and solve problems in project management, information systems and knowledge management. 	<ul style="list-style-type: none"> • Exhibit the ability to support complex ideas. • Construct and evaluate arguments in an ethically inclined scholarship manner as regards project management and knowledge management. • Sustain focused and coherent discussion in the learning platform using content knowledge and advance persuasive arguments.
<ul style="list-style-type: none"> • Critically comprehend current and future resources and make informed decisions with considerable authority in decision analysis and economic management of firms. 	<ul style="list-style-type: none"> • Sequence of main topics are expected to articulate and explicate coherent management of resources which set the tone for informed decision in day to day management within the context of decision analysis and managerial economics.
<ul style="list-style-type: none"> • Demonstrate innovation, autonomy, scholarly and professional integrity as 	<ul style="list-style-type: none"> • Use theory flexibly and creatively to plan and practice managerial processes through guided

regards investment analysis, risk management and new product development.	action and experiential learning and effective resource management as regards new product development.
<ul style="list-style-type: none"> • Demonstrate ability to self-direct, strategically lead, and high level of mastery of professional practice in operational strategy and collaborative business strategies of firms in a dynamic business environment. 	<ul style="list-style-type: none"> • Communicate institutions' purpose through discussions and be analytical about the Business administration practices in various context of professional mastery of business processes with respect to collaborative business strategies and strategic marketing.
<ul style="list-style-type: none"> • formulate and implement business operations strategy. 	<ul style="list-style-type: none"> • Modify behavior and actions in accordance with the effects in the world around in the context of managerial practices and decision as regards operation strategy. • Critically question issues of concerns related to diversified workplace, develop ideas and collect data, analyse and report it to the proper forum.

QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	N/A		
	N/A		
CORE COMPONENT Subjects / Units / Modules /Courses	Collaborative Business Strategies	9	10
	Management Information Systems	9	20
	Management Accounting	9	20
	Project Management	9	10
	Managerial Economics	9	10
	Marketing Management	9	20
	Financial Management	9	20
	Decision Analysis	9	10
	Strategic Management	9	20
	Business Research Methods	9	20
	Dissertation	9	60
ELECTIVE COMPONENT Subjects / Units / Modules /Courses	International Investment Analysis	9	10
	Risk Management in Financial Institutions	9	10
	Financial Markets and Treasury Management	9	10
	Strategic Marketing	9	10
	New Product Development and Management	9	10
	Operations Strategy	9	10
	Technopreneurship	9	10
	Business Statistics	9	10

Rules of combinations, Credit distribution (where applicable):

- To successfully complete the qualification, the candidate must complete all the 240 credits in the Master of Business Administration and should have successfully defended the proposal and final dissertation (viva voce).
- The learner should complete all 11 core modules (220 credits) and 2 electives (20 Credits) modules.
- The credit combination for this qualification is from 11 core modules (220 credits) and 2 electives (20 Credits).

Credit distribution:

Level and Credits	Compulsory	Elective
Level 9 Credits 240	220	20
Minimum credits total: 240	220	20

ASSESSMENT & MODERATION ARRANGEMENTS

This qualification is assessed and moderated as follows:

Integrated Assessment:

Because assessment practices must be open, transparent, fair, valid, reliable and ensure that no learner is disadvantaged in any way whatsoever, an integrated assessment approach is incorporated into the qualification. Both formative and summative assessment processes will be used and monitored during the qualification delivery to determine competence at the end of the qualification.

Formative assessment:

Candidates will continuously be assessed through internal formative assessment, which will comprise tests, assignments, presentations, mock examinations, etc. It will constitute 50% of the overall grade for all modules.

Summative assessment:

Formative assessment will contribute 50% towards the final grade. It will be done by means of a written examination at the end of every module.

Project: Candidates will carry out a project and submit their project work at the end of the qualification. The Research Proposal on which the evaluation of Business Research methods will be based will be subjected to external moderation and will culminate into the Dissertation in the final semester of the qualification.

Pass requirements:

A learner passes a module if he/she obtains a final mark of 50% or more in the module. Candidates will qualify for the MBA degree at NCQF level 9 once they have passed all required modules. The final mark for the qualification is calculated by averaging the marks obtained in the various modules. The student should complete 240 credits to complete the qualification.

Moderation:

Moderation of assessments focuses on:

- Ensuring the assessment is aligned to the module objectives and the learning outcomes.
- Ensuring assessment is consistent on all levels within the institution and does not show any bias or academic disregard and that it is immune to all forms of prejudice.
- Ensuring the level of assessment appropriately matches to learners' level of study. This ensures that the assessments remain viable, relevant and provide an accurate appraisal of a learner's achievements and level of knowledge.
- Maintaining consistency in the marking process

Pre-assessment Moderation:

This moderation is carried before assessment tasks are given to learners. All submitted sets of question papers & marking keys are shared with the moderators. Each assessment pack should be moderated by two Moderators where possible. The question paper moderation report should be filled in for each question paper. Moderator report will be shared with question paper setter so that moderator feedback will be taken into account when finalizing the question paper.

Post-assessment moderation or moderation of marking:

Moderation of completed assessment tasks is categorized as post-assessment moderation. It is carried out after assessment tasks have been marked. The set of answer scripts and marking keys are shared with the moderators. At least 10% of the answer scripts in a module should be moderated during post assessment moderation.

Both internal and external moderation will be done in-line with the Moderation policy of the Institution.

RECOGNITION OF PRIOR LEARNING (if applicable)

A clear framework through which learners can accumulate learning credits and transfer such credits toward appropriate qualifications helps to validate and recognize learning gained through formal and informal

means, provides flexibility to learners, and allows learners to progress relatively seamlessly through their lifelong learning journey.

Candidates may apply for recognition of prior learning whether such learning has been gained through formal study, through workplace learning, or through any other formal or informal means. Any candidate applying for recognition of prior learning (RPL) or Credit Accumulation and Transfer (CAT) will be expected to provide evidence of such learning that must be relevant, sufficient, valid, verifiable, and authentic. In addition, the candidate may be interviewed by a member of staff or have to take a formal test, which may include a live demonstration of skills and competencies, to assess competence.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathway:

Vertical:

Completion of a Master's Degree meets the requirement for vertical progression and admission to a cognate Doctoral Degree.

Horizontal:

The qualification is commensurate with qualifications such as Masters in Business Management and Masters in International Business.

Employment Pathway

The qualification will produce post graduates suitable for positions as Business Managers, Entrepreneurs, Prospective Business Managers, Policy Makers, Researchers, Business administrators and Corporate Leaders and Brand Managers.

QUALIFICATION AWARD AND CERTIFICATION

The learner will be awarded '**Master of Business Administration**' after attaining 240 credits as specified in the rules of combination and credit distribution as stipulated in the Qualification Structure. This qualification does not have exit awards. Therefore, if the learner does not meet the prescribed minimum standards of the qualification, the learner will exit with a transcript.

REGIONAL AND INTERNATIONAL COMPARABILITY

The qualifications have been benchmarked with University of Botswana and Stellenbosch University in Republic of South Africa.

- **Regional:** Stellenbosch University, Republic of South Africa (Master of Business Administration)
- **International:** Teesside University (Master of Business Administration)

Summary:

The proposed MBA qualification was benchmarked with Stellenbosch University and Teesside University qualifications. The proposed qualification is designed to provide not only an overview of Business administration but also to develop conceptual understanding, synthesis and application of management techniques, theories and practices.

Stellenbosch University

Similarities and Differences:

The modules unique to the Stellenbosch University include: Accounting for Decision Making, Business Communication skills, Contemporary Decision Making, Corporate Finance, Digital Enterprise Management, Economics for Managers, Human Capital management, Integrated Case studies, International Study Module, Operational Excellence, Perspectives on African Frontiers. While the modules similar for both qualifications include Management Accounting, Innovation, Technology, Operations, Strategy, Marketing, Leadership, Project Management, Finance and entrepreneurship. Whereas the modules unique for the proposed qualification include Collaborative Business strategies, management information systems, managerial economics, international investment analysis, financial markets and treasury management and new product development. Both qualifications are at NCQF Level 9 and research based.

The Main Exit outcome for Stellenbosch University include: Design and Develop research agenda capable of contributing towards development of professional practice through research or reviewing of existing knowledge through collaborative efforts that address the contemporary and future needs of the society.

Teesside University

Similarities and Differences:

Domain modules which are unique to Teesside University include Applied Practice, Current Issues in Business and Society, Entrepreneurial Leadership, Global strategy, Sustainable organization. The modules which are common to both qualifications include managerial economics, operation strategy and strategic management. The modules unique to the proposed qualification include collaborative business strategies, project management, decision analysis and risk management. On completion of the proposed qualification, MBA qualification, candidate will be able to think and act entrepreneurially in an environment of uncertainty and rapidly changing conditions in global business environment. Demonstrate requisite and critical skills to address challenges in emerging economies most especially within the context of collaborative business strategies and decision analysis. Design and Develop advanced knowledge meant to address contemporary issues of strategic management, risk management and new product development.

Additional modules for Teesside include current issues in Business and Society. With respect to the proposed qualification, the domain modules include collaborative business strategies, techno-preneurship,

decision analysis, marketing management, financial markets and Treasury Management, New Product Development and Operations strategy. Both qualifications are at NCQF level 9 and are researched based.

REVIEW PERIOD

5 Years

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

List of attachments:

Appendix 1 Vision 2016
Appendix 2 Vision 2036
Appendix 3 LIST OF OCCUPATIONS IN DEMAND
Appendix 4 - National Development Plan-11
Appendix 5 Market Needs Analysis
Appendix 6 Quals Comparability Matrix MBA