

BQA NCQF QUALIFICATION TEMPLATE

| SECTION A: | | | | | | | | | | | | QUALIFICATION DETAILS | | | | | |
|---|--|---|----------------------|------------------|------------------|-------------------------------------|------|----------------|-------------------------------------|---------------------|-----------------------|-----------------------|--|-----|-------------------------------------|--|--|
| QUALIFICATION DEVELOPER (S) | | | | Botho University | | | | | | | | | | | | | |
| TITLE | | Master of Business Administration | | | | | | | | NCQF LEVEL | | | | 9 | | | |
| STRANDS (where applicable) | | N/A | | | | | | | | | | | | | | | |
| FIELD | | Business, Commerce and Management Studies | | | | | | | | CREDIT VALUE | | | | 240 | | | |
| SUB FIELD | | Management Studies | | | | | | | | | | | | | | | |
| New Qualification | | | Legacy Qualification | | | Renewal Qualification | | | <input checked="" type="checkbox"/> | | | Registration Code | | | | | |
| SUB-FRAMEWORK | | | General Education | | | | TVET | | | | Higher Education | | | | <input checked="" type="checkbox"/> | | |
| QUALIFICATION TYPE | | Certificate | I | II | III | IV | V | Diploma | | Bachelor | | | | | | | |
| | | Bachelor Honours | | | Post Certificate | | | Graduate | | | Post Graduate Diploma | | | | | | |
| | | Masters | | | | <input checked="" type="checkbox"/> | | Doctorate/ PhD | | | | | | | | | |
| RATIONALE AND PURPOSE OF THE QUALIFICATION | | | | | | | | | | | | | | | | | |
| <p>RATIONALE:</p> <p>The qualification, Master of Business Administration is developed as a response to the need established by Human Resources Development Council Report (2023/2024) on Top Occupations in Demand. Botswana through Vision 2016 envisaged to have an educated and informed nation by 2016. This vision has been reiterated by Vision 2036 that aligns the country's goals with the global agenda</p> | | | | | | | | | | | | | | | | | |

for sustainable development. Based on the aforementioned, Vision 2036 advocates sustainable economic development, human and social development that require managers to attain the necessary skills, knowledge and competencies to advance in their careers. This agenda resonates with aspiration of knowledge-based society in order to embolden facilitators of teaching and learning at different educational levels, for their personal enrichment, scholarly advancement or growth.

A list of occupations in high demand will inform decision making and planning in a wide range of issues which include but not limited to: Human resource development planning at both sector and national level, skills development at both pre-service and in-service level (work-place learning) institutional planning at Tertiary level and Technical and Vocational Education Curriculum review and qualification development. Funding strategies and allocations of students' sponsorship is critical for consolidated growth and empowerment of citizens in emerging economies of today including Botswana. Hence, promotion of linkages between job seekers and employers is very vital for human resource planning in a dynamic world of today. In addition, immigration strategies that include issuing of work permits and visas is vital for creating a platform for empowerment in an era of environmental munificence.

The establishment of the Sectorial Committees will ensure that there is a direct linkage between the skills developed and the needs of the fast-changing economy. The development of the Sectorial Human Resource Development Plans and the subsequent development of the National Human Resource Development Plan will also provide an excellent opportunity for a pan sector collaborative approach to human resource development planning which will strengthen the commitment of each partner (Government, Employers, Workers, Educators and Civil society) to work together in addressing Botswana's HRD challenges (NHRDS 2009-2022) and Human Resources and Development Council (HRDC) Report 2023/2024. Based on the aforementioned, the level of competence that students are expected to achieve is that of professional research scholars contributing to acquisition of broad knowledge and mastery of the field.

HRDC has published 'Priority skills' for Botswana in 2023/2024. The following occupations needs the specific skills related to the field: Business Services and Administration Managers, Research and Development Managers, Small Business Managers, Project Managers, Researchers, Research Technicians, Research & Development Managers.

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.

| YEAR | 2021 | 2022 | 2023 | 2024 |
|--------------|------|------|------|------|
| Inquiries | 331 | 708 | 1238 | 2029 |
| Applications | 276 | 181 | 206 | 313 |
| Offered | 257 | 141 | 155 | 156 |
| Enrolled | 123 | 61 | 54 | 99 |

Based on enrolment statistics there is evidence of sustained uptake demonstrating that interest in the qualification remains strong as indicated above with respect to Inquiries, applications and enrolments for the Qualification, essential to Botswana's economic growth. This qualification ensures a continuous pipeline of skilled Management and Entrepreneurial professionals, strengthening the benign business sector, enhancing competitiveness, and meeting both local and global market needs.

Based on our analysis of the 2023/2024 cohort that graduated. We found out that 72.7% are female and 27.3% are male. 75% of the Candidates for 2023 and 2024 that completed the Master of Business Administration are gainfully employed and 25% are still looking for employment. Our graduates are working in the banking sector, fast moving consumer goods, Business managers, public employment and retail managers and research managers.

PURPOSE: (itemise exit level outcomes)

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

1. Lead and manage organizational functions, processes, and strategic initiatives to develop innovative and inclusive products and services while effectively mitigating operational, financial, and managerial risks in diverse business environments.
2. Evaluate complex organizational challenges, identify systemic deficiencies, and develop evidence-based solutions to enhance corporate business management and operational effectiveness.
3. Apply advanced knowledge of information and communication technologies (ICT) to optimize business operations, enhance competitive advantage, and respond to evolving market demands within a global context.
4. Formulate ethical business decisions by analysing global, economic, and social contexts to uphold socially responsible business practices across all organizational levels.
5. Conceptualise appropriate processes and systems through research, independent thinking, and work, to enhance the adoption of proven Business Management and Leadership practices.

6. Synthesise Business Management theories and practices including the application of research methods and techniques to critically evaluate Business Management qualifications and practices to provide solutions to practical complex organisational and national business-related problems.

MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

1. The minimum admission requirement is a bachelor's degree Honours (NCQF level 8). A Post-Graduate Diploma (NCQF level 8) in the same or a related field of study may also meet admission requirements provided that at least 20 credits at level 8 have been allocated to research methodology within or additional to the qualification.
2. Applicants who do not meet the requirements above may be considered through RPL and CAT policies for access and inclusion as per BQA/ national policy.

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| SECTION B | | QUALIFICATION SPECIFICATION | |
|--------------------|---|-----------------------------|---|
| GRADUATE OUTCOMES) | PROFILE | (LEARNING | ASSESSMENT CRITERIA |
| 1. | Analyse and integrate collaborative business strategies, management information systems, and decision analysis to develop effective solutions for complex challenges in emerging economies. | (LEARNING | <ol style="list-style-type: none"> 1.1. Develop a situational analysis of a business in an emerging economy using case studies to identify key managerial challenges. 1.2. Design an integrated framework that combines decision analysis models and management information systems to address identified business challenges. 1.3. Develop collaborative business strategies that address stakeholder needs in diverse economic environments. |
| 2. | Evaluate financial management practices by applying ethical frameworks and advanced management accounting principles to provide stakeholder-oriented recommendations for implementation. | (LEARNING | <ol style="list-style-type: none"> 2.1. Analyse an organization's financial statements using advanced accounting techniques to assess its fiscal health and sustainability. 2.2. Construct a financial model that evaluates the viability of a proposed business initiative, considering both profit and ethical implications. |

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| | <p>2.3. Prepare a managerial report for stakeholders that recommends specific financial strategies in an ethically responsible manner.</p> |
| <p>3. Evaluate and apply critical thinking to enhance strategic management and market orientation practices in diverse economic contexts. .</p> | <p>3.1. Conduct a comprehensive market analysis for an organization operating in a diverse economy to identify opportunities and threats.</p> <p>3.2. Develop an integrated marketing strategy that aligns with the organization's overall strategic goals.</p> <p>3.3. Create a performance measurement dashboard to evaluate the effectiveness of marketing initiatives against key performance indicators.</p> |
| <p>4. Manage complex projects by applying advanced project and knowledge management techniques to solve organizational problems and drive innovation.</p> | <p>4.1. Develop a comprehensive project plan for a business initiative, incorporating risk mitigation and knowledge management strategies</p> <p>4.2. Evaluate the application of different project management methodologies to determine the optimal approach for a given organizational context.</p> <p>4.3. Design a knowledge management system to capture and disseminate project learnings throughout an organization.</p> |
| <p>5. Synthesise economic and resource management data to inform strategic decision-making and ensure the efficient allocation of resources within a firm.</p> | <p>5.1. Apply managerial economic principles to analyse the impact of market structures on a firm's pricing and output decisions.</p> <p>5.2. Develop a resource allocation model to optimize operational efficiency for a given business scenario.</p> <p>5.3. Evaluate the economic feasibility of a capital investment project to advise senior management on its strategic value.</p> |

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| <p>6. Develop innovative business models by integrating principles of investment analysis, risk management, and new product development to ensure scholarly and professional integrity.</p> | <p>6.1. Design a risk management framework to identify, assess, and mitigate financial and operational risks in new product development</p> <p>6.2. Conduct a comprehensive investment analysis for a new venture to determine its potential for financial return and market success.</p> <p>6.3. Create a business plan for a new product that articulates a clear value proposition and demonstrates professional integrity.</p> |
| <p>7. Lead organizational change by applying operational and collaborative business strategies to direct firms effectively in dynamic environments.</p> | <p>7.1. analyse an organization's operational strategy to identify areas for improvement in a rapidly changing business environment.</p> <p>7.2. Develop a change management plan that utilizes collaborative strategies to foster stakeholder buy-in and effective implementation.</p> <p>7.3. Formulate leadership communication strategies to guide an organization through a period of strategic transformation.</p> |
| <p>8. Formulate data-driven operational strategies by modifying managerial practices based on critical analysis of the business environment to achieve effective and sustainable operations.</p> | <p>8.1. Analyse an organization's value chain to identify opportunities for operational improvement and competitive advantage.</p> <p>8.2. Develop key performance indicators (KPIs) to monitor and evaluate the effectiveness of operations within a diversified workplace.</p> <p>8.3. Propose modifications to an existing operational strategy based on data analysis to enhance efficiency and decision-making.</p> |
| <p>9. Conceptualize and justify appropriate processes and systems, informed by independent research and critical thinking, to effectively enhance the organizational adoption of proven</p> | <p>9.1. Critically examine various research approaches to produce appropriate systems, practices, and recommendations for predicting the implications of different circumstances</p> |

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| <p>Business Management and leadership practices.</p> | <p>and improving decision-making in organisations.</p> <p>9.2. Design research tools and theoretical frameworks to resolve leadership, Human Resource Management, legal and other business-related problems facing modern organisations.</p> <p>9.3. Apply various ethical model scenarios to enhance the use of ethical approaches and principles in decision-making and learn how to solve complex challenges in organisations.</p> <p>9.4. Examine relevant literature to effectively handle the negative and positive effects of Corporate Reporting, Governance and Accountability for the business.</p> |
| <p>10. Apply business research skills to develop a substantial academic and professional work, that adheres to academic standards, contributes to the body of knowledge and solves complex, practical organisational and national problems.</p> | <p>10.1. Examine Business Management practices to provide solutions to practical complex organisational or national problems.</p> <p>10.2. Examine the research methods used to gain an understanding of how to solve practical complex organisational and national problems.</p> <p>10.3. Examine quantitative and qualitative methods and techniques to understand how they are applied in Business Management research.</p> <p>10.4. Critique research methods hypotheses to understand their application in Business Management research.</p> <p>10.5. Illustrate research approaches and philosophies to ensure consistency in research processes.</p> |

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| SECTION C | | QUALIFICATION STRUCTURE | | | | |
|---|---|---------------------------------|---------|---------|---------|---------------|
| COMPONENT | TITLE | Credits Per Relevant NCQF Level | | | | Total Credits |
| | | Level 6 | Level 7 | Level 8 | Level 9 | |
| FUNDAMENTAL COMPONENT Subjects/ Courses/ Modules/Units | | | | | | |
| CORE COMPONENT Subjects/Courses/ Modules/Units | Environmental Sustainability and Climate Resilience | | | 10 | | |
| | Contemporary Dynamics in Leadership Development | | | 10 | | |
| | Management Information Systems | | | | 10 | 10 |
| | Technopreneurship | | | | 10 | 10 |
| | Organisational Behaviour | | | | 10 | 10 |
| | Management Accounting | | | | 10 | 10 |
| | Project Management | | | | 10 | 10 |
| | Managerial Economics | | | | 10 | 10 |

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|------------------------------------|---|--|----------------|----------------|----------------|----|----------------------|
| | Marketing Management | | | | 10 | 10 | |
| | Financial Management | | | | 10 | 10 | |
| | Business Analytics | | | | 10 | 10 | |
| | Decision Analysis | | | | 10 | 10 | |
| | Strategic Management | | | | 10 | 10 | |
| | Operations Management | | | | 10 | 10 | |
| | Research Methods | | | | 20 | 20 | |
| | Dissertation | | | | 60 | 60 | |
| STRANDS/ SPECIALIZATION | Subjects/ Courses/ Modules/Units | Credits Per Relevant NCQF Level | | | | | Total Credits |
| | | Level 6 | Level 7 | Level 8 | Level 9 | | |
| | | | | | | | |
| Electives | International Investment Analysis | | | | 10 | 10 | |
| | Risk Management in Financial Institutions | | | | 10 | 10 | |
| | Strategic Marketing | | | | 10 | 10 | |
| | New Product Development and Management | | | | 10 | 10 | |

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

TOTAL CREDITS PER NCQF LEVEL

| NCQF Level | Credit Value |
|----------------------|--------------|
| Level 8 | 20 |
| Level 9 | 220 |
| TOTAL CREDITS | 240 |

Rules of Combination:

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

The learner should have successfully completed all 16 core components as well as 2 electives to be conferred with the award of the Master of Business Administration. The total credits needed for graduation are 240 credits, consisting of 220 credits for core and 20 credits for the electives.

Pre-Requisite:

Business Research Methods, which is Proposal-based, is a prerequisite for the Dissertation. The Non-Research Modules do not have a prerequisite.

NB: To successfully complete the qualification, the candidate must complete all 240 credits in the Master of Business Administration and should have successfully defended the proposal and final dissertation (viva voce).

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ASSESSMENT ARRANGEMENTS

Assessment is conducted by Assessors who have been registered with the Botswana Qualifications Authority (BQA).

FORMATIVE ASSESSMENT (50%)

The contribution of formative assessment to the final grade shall be 50%

SUMMATIVE ASSESSMENT (50%)

The contribution of summative assessment to the final grade shall be 50%

MODERATION ARRANGEMENTS

Moderation is conducted by Moderators who have been registered with the Botswana Qualifications Authority (BQA).

Internal and external moderators to be engaged will be BQA accredited subject specialists in relevant fields with relevant industry experience and academic qualifications.

Both internal and external moderation shall be done in accordance with applicable policies and regulations.

RECOGNITION OF PRIOR LEARNING

There shall be exemptions for the award of the qualification in recognition of prior learning (RPL) in accordance with institutional policies in line with the National RPL Policy.

Candidates may submit evidence of credits accumulated in related qualifications to be credited for the Master of Business Administration qualification. The exemption will be awarded on a case-by-case basis.

CREDIT ACCUMULATION AND TRANSFER

There shall be a provision for credit accumulation and transfer through applicable policies (CAT).

Any candidate applying for recognition of prior learning (RPL) or Credit Accumulation and Transfer (CAT) will be expected to undertake the following:

- Provide evidence of having undertaken studies in the same Master of Business Administration) or similar programme at a comparable university to an acceptable level.
- In addition, the candidate may be interviewed by members of staff and should pass the interview.
- The applicant might be required to successfully take a formal test, which may include a live demonstration of skills and competencies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Vertical:

Completion of the Master of Business Administration meets the requirement for vertical progression and admission to a Doctoral Degree in Business Administration.

Horizontal:

The qualification is commensurate with qualifications such as Master of Business Management and master's in international business.

Employment Pathway

After completing the qualification, graduates will be 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

A candidate who accrues 240 credits will be awarded a Master of Business Administration certificate, including electives. Transcript will be awarded to candidate who did not meet the requirements.

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

The qualifications have been benchmarked with the University of Botswana, Stellenbosch University in the Republic of South Africa and Teesside University, United Kingdom.

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

Summary:

The proposed Master of Business Administration (MBA) qualification was benchmarked with University of Botswana, Stellenbosch University and Teesside University. 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.

University of Botswana

Similarities and Differences:

Domain modules of the University of Botswana, which are the same with the proposed qualification include, Management Information Systems, Strategic Management, Marketing Strategy, Management Accounting for Business, Financial Management and Policy, Business Research Methods, Managerial Economics for Business, Environmental Sustainability and Climate Resilience, Operations Management. While the domain modules which are Unique to the University of Botswana Master of Business Administration qualification include Business Law, Consumer and Buyer Behaviour. Management, Simulation, Organisational Theory and Behaviour, Business Presentation and Skills Seminar.

The modules unique to the proposed qualification which is expected to empower learners of today include: Project management, decision analysis, international investment analysis, strategic marketing, Risk management, Contemporary Dynamics in Leadership Development, Organisational Behaviour, Environmental Sustainability and Climate Resilience, Technopreneurship and New product development.

Exit outcomes for University of Botswana was established to: Demonstrate requisite mastery of 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 and to position aspiring Business and academic leaders ethical and professional practice principles. While the Exit Learning outcome for the proposed qualification is meant to demonstrate requisite and critical skills in order to address challenges in emerging economies most especially within the context of collaborative business strategies and decision analysis. In addition, the exit outcome for the proposed qualification is designed and developed to address contemporary issues of strategic management, risk management and New Product Development.

This qualification provides students with a rigorous and critical grounding in key core and functional areas of business and their interrelationships. Integrative, interactive and global outlook are the key philosophical drivers behind the University of Botswana Master of Business Administration practical knowledge required to enhance their competitiveness in the national /global budget. The Master of Business Administration qualification offers the students the intellectual and practical orientation. The Master of Business Administration modules for University of Botswana also include organizational theory, business law and behaviour, and consumer and buyer behaviour. The credit level for both qualifications are however, 240 Credits. All modules for University of Botswana qualification are at NCQF Level 9, whilst for the proposed qualification has two modules (20 credits) at NCQF level 8 and eighteen modules (220 credits) at NCQF Level 9.

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. All modules for University of Botswana qualification are at NCQF Level 9, whilst proposed qualification has two modules (20 credits) at NCQF level 8 and eighteen modules (220 credits) at NCQF Level 9.

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 project management, decision analysis and risk management. On completion of the proposed qualification, Master of Business Administration qualification, the candidate will be able to lead and manage organizational functions, processes, and strategic initiatives to develop innovative and inclusive products and services while effectively mitigating operational, financial, and managerial risks in diverse business environments. Evaluate complex organizational challenges, identify systemic deficiencies, and develop evidence-based solutions to enhance corporate business management and operational effectiveness. Apply advanced knowledge of information and communication technologies (ICT) to optimize business operations, enhance competitive advantage, and respond to evolving market demands within a global context. Formulate ethical business decisions by analyzing global, economic, and social contexts to uphold socially responsible business practices across all organizational levels.

Additional modules for Teesside include current issues in Business and Society. With respect to the proposed qualification, the domain modules include collaborative business strategies, Technopreneurship, decision analysis, marketing management, financial markets and Treasury Management, New Product Development, Climate Change and Sustainability, Leadership Development, Organisational Behaviour and Operations strategy. All modules for Teesside University

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qualification are at NCQF Level 9, whilst proposed qualification has two modules (20 credits) at NCQF level 8 and eighteen modules (220 credits) at NCQF Level 9.

The above qualifications' exit outcomes are aligned to NCQF's Level 9 qualification descriptors as shown in the mapping in section B. The qualification is made up of 240 credits with 220 credits at Level 9 and 20 credits at Level 8 as per the requirements of the NCQF.

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 | |
| | | | |



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