

BQA NCQF Qualification Template

DNCQF.FDMD.GD04

Issue No.: 01

QUALIFICATION SPECIFICATION SECTION A						
QUALIFICATION DEVELOPER		BAISAGO University				
TITLE		Executive Master of Business Administration (EMBA)			NCQF LEVEL	9
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					264	
RATIONALE AND PURPOSE OF THE QUALIFICATION						
<p>RATIONALE</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, 2015) Priority Occupations. On the other hand, Statistics from the Ministry of Investment, Trade and Industry in Botswana and Statistics Botswana 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. Business management is universal and the cornerstone for any business success. The International Monetary Fund (IMF) report, (2017) shows that Botswana is lacking professional business managers and experts in areas of Strategic Organisational Design and Development, Strategic Marketing and Innovation, Strategic Financial Management, Global Business Strategy and Strategic planning.</p> <p>To date results from Statistics Botswana (2018) show that most companies in Botswana rely on foreign consultant companies to formulate and spearhead their business strategic plans. This clearly shows lack of home-grown skills to spearhead the strategic directions of the business. The graduates from this qualification will be exposed to an array of modules in Change Management, Strategic Marketing, and Financial Management, Operations Management and International Management which would equip them with corporate business skills to promote a knowledge economy which Botswana aspires by 2036. Graduates will also develop their survival strategies in this highly competitive global industry (NDP11, HRDC 2016). Executive Master of Business Administration (EMBA) graduates shall have analytical skills applying business analysis, data management and diagnostic problem-solving skills in order to support</p>						

management decision-making. The EMBA graduates shall have leadership and team membership skills needed for implementing and coordinating organizational activities and managing change. The graduates shall have an understanding of how global competitive environments are changing business practice and shall have the ability to integrate business knowledge and management techniques to aid planning and control in a changing environment.

This proposed Executive Master in Business Administration Degree qualification will be offered for the first time to professionals who have experience in top management across different sectors of the economy of Business in the country. The qualification will help close the gap of skills shortage in areas of strategic planning and change management and also save the country's resources of sending learners abroad to acquire the qualification. The qualification will be offered on Block release in order to cater for the needs of the working class business executives.

The qualification specifically targets experienced and senior management professionals, or senior business specialists, and builds on the competencies of qualifying degrees at NCQF level 8, or equivalent.

PURPOSE

The purpose of the proposed qualification is to provide students with competencies that will enable them to:

- Organize organization activities responsibly and effectively as individuals and as members of a team, group, organisation and community through personal planning and use of appropriate Information and Communication Technologies.
- Develop the corporate strategies of the organization.
- Evaluate social and conceptual leadership capabilities towards innovation and organizational effectiveness.
- Apply advanced leadership and management skills in cultural and ethical responsiveness across a range of social contexts.
- Use qualitative and quantitative methods, as well as philosophical enquiry critically and holistically in decision making.
- Develop innovative solutions to organisational challenges, including sustainable growth, by drawing on leadership and management theories and methodologies.
- Apply market based and resource-based concepts of strategic management and executive action within their social and legal framework.

- Carry out a substantial piece of original research to internationally recognized standards involving a high order of skill in analysis and critical evaluation aimed at solving real world problems.

ENTRY REQUIREMENTS (including access and inclusion)

- i. Applicants should hold:
NCQF Level 8 (A Bachelor's Honours Degree/Post Graduate Certificate/Diploma) in any area of specialization from recognized institution or any related field from recognized institution. In addition, candidates are expected to have a minimum of three (3) years working experience, a minimum of 2 which must be at a managerial level.
- ii. 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.



QUALIFICATION SPECIFICATION	
SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Organize organizational activities responsibly and effectively as individuals and as members of a team, group, organisation and community through personal planning and use of appropriate Information and Communication Technologies.	1.1 Analyse cutting edge and present state-of-the-art advanced studies of organisations, their management and changing nature. 1.2 Evaluate Microeconomic and Macroeconomic theories in the assessment of public policies 1.3 Develop appropriate strategies to gain sustainable competitive advantage under different market structures 1.4 Evaluate the integration of corporate strategy and executive management into society, 1.5 Use appropriate ICT methodology, techniques and tools to analyse the Business processes. 1.6 Assess financial and marketing performance of the business.
2. Develop knowledge of innovation, production, service, operations and project management processes, systems and technologies.	2.1 Appraise information management processes and systems to make business decision making. 2.2 Use strategic planning tools to measure organizational effectiveness and performance. 2.3 Evaluate social and conceptual leadership capabilities towards innovation and organisational effectiveness
3. Apply advanced leadership and management skills in cultural and ethical responsiveness across a range of social contexts	3.1 Use analytical skills to improve efficiency and effectiveness of the organization. 3.2 Analyse leadership and management skills of managers in the organization. 3.3 Evaluate business practices to promote good reputation of the organization. 3.4 Execute management skills to promote organization growth and success.
4. Use qualitative and quantitative methods, as well as philosophical	4.1 Select appropriate quantitative methods to make effective business decisions.



enquiry critically and holistically in decision making;	4.2 Propose qualitative methods to make informed business decisions. 4.3 Recommend business risk management strategies to improve business profits.
5. Develop innovative solutions to organisational challenges, including sustainable growth, by drawing on leadership and management theories and methodologies;	5.1 Apply Management theories to promote business growth. 5.2 Recommend innovative solutions to solve business challenges. 5.3 Propose right investment decisions of the business.
6. Carry out a substantial piece of original research to internationally recognized standards involving a high order of skill in analysis and critical evaluation aimed at solving real world problems.	6.1 Identify a research topic and formulate it into a specific research problem 6.2 Formulate research questions to guide the research project and assist in the construction of a logical argument 6.3 Construct hypothesis to discriminate between alternative explanations for events or patterns 6.4 Design a theoretical framework or empirical model for the study 6.5 Compile a literature review based on secondary data 6.6 Select appropriate research methodologies for different research studies 6.7 Apply content analysis and thematic analysis as qualitative descriptive approaches 6.8 Use statistical and/or mathematical modelling software for data analysis and interpretation of results 6.9 Develop business research proposal.
7. Apply market based and resource based concepts of strategic management and executive action within their social and legal framework;	7.1 Use Balance scorecard to measure business performance. 7.2 Recommend business concepts and models to formulate best strategies for the business. 7.3 Evaluate business performance using both financial and non-financial measures. 7.4 Interpret business laws and company laws. 7.5 Develop the Business Strategic Plans.

QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	Managerial Economics	9	12
	Research Methods	9	15
	Human Resource Management	8	12
	Financial and Management Accounting	9	15
	Marketing Management	9	12
	Management Information Systems	9	15
CORE COMPONENT Subjects / Units / Modules /Courses			
	Entrepreneurship	8	10
	Corporate Governance and Leadership	9	12
	Strategic Management	9	12
	Operations Management	9	15
	International Business Environment	9	12
	International Management and Trade Policy	9	15
	Change Management	9	12
	Financial Management and Policy	9	15
	Dissertation	9	80
NO ELECTIVE COMPONENT Subjects / Units / Modules /Courses			
Rules of combinations, Credit distribution (where applicable):			
<p>Level 8 = 22 credits</p> <p>Level 9 = 242 credits</p> <p>Total = 264 credits</p> <p>The credit combination of this qualification is made up of 81 credits from the fundamental component and the remaining 183 credits from the core components.</p>			

ASSESSMENT & MODERATION REQUIREMENTS
Assessment
Assessment

Formative Assessment

The weighting of formative assessment is 40 % of the Final assessment mark.

Summative Assessment

The weighting of summative assessment is 60 % of the Final assessment mark.

Moderation

Internal Moderation Requirements

- i. All assessment instruments should be internally moderated before administration
- ii. All marked scripts should be moderated internally
- iii. The preparation of the moderation should be accompanied by the Assessment Matrix.

External Moderation Requirements

- 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 subjected to Internal Moderation. 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.
 - A copy of the Assessment Moderation Form is available to all External Examiners for recording purposes.
 - The External Examiners will submit the completed external moderation report to the ETP.

RECOGNITION OF PRIOR LEARNING (if applicable)

There will be provision for awarding of the qualification through RPL mode in line with the national RPL Policy.

There will also be provision for CAT awarding credits to the learner in a case where they do not complete the qualification or transfer to another institution.

PROGRESSION PATHWAYS (LEARNING, DIAGONAL ARTICULATION AND EMPLOYMENT)

Learning Pathways

Horizontal Articulation

- Masters in Marketing Strategy
- Masters in Finance and Investment
- Masters in Human Resource Management
- Masters in Fiscal Studies
- Masters in Purchasing and Supply Management
- Masters in Project Management
- Masters in Risk Management and Insurance

Diagonal Articulation

- PhD in Human Resource Management
- PhD in Marketing Management
- PhD in Finance and Investment

Vertical Articulation

- PhD in Business Management.

Employment Pathways

- Chief Executive Officers
- Chief Operating Officers
- General Managers
- Business Managers
- Leaders in both Private and Public Sector
- Executive Directors
- Entrepreneurs
- Business Strategists
- Non-Executive Directors

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, candidates must have successfully completed all fundamental and core modules and passed examinations in accordance with

regulations set by the Faculty. The Executive Master of Business Administration (EMBA) will be awarded to candidates who have obtained a minimum of 264 credits.

There are no exit awards for this qualification.

The expected period required to complete this qualification is two (2) years.

REGIONAL AND INTERNATIONAL COMPARABILITY

A comparative analysis was conducted with the following:

- Africa University – Zimbabwe- Executive Master of Business Administration(EMBA)
- Emlyon Business School- Executive Master of Business Administration(EMBA)
- London Business School (UK)- Executive Master of Business Administration(EMBA)
- HEC Paris (France) and IESE Business School (Spain)-Executive Master of Business Administration(EMBA)

Summary of Similarities and Differences Observed

This qualification generally compares well with all the qualifications studied since the exit-level outcomes cover similar scope and depth and are aligned to exit-level descriptors typical of this level and type of qualification as done within the region and beyond as well as competencies required for registration with recognized Universities for Master Degrees at level 9.

The duration of the qualification is the same and all the EMBA qualifications have got a dissertation component. The difference is on the qualification content and modules. The Executive Master in Business Administration qualifications offered at London Business School (UK), HEC Paris (France) and IESE Business School (Spain) generally emphasize development of competencies in research on economics, management, communication, marketing management, human resource management and accounting and financial management at NCQF level 9.

The qualifications examined generally follow similar structures and standards, though there are insignificant differences, in that their competencies are more general rather than specific.

The proposed EMBA qualification is tailor made to the Botswana context environment. The assessment methods also vary with universities, but generally the learning outcomes of all the universities address similar themes.

The proposed EMBA Degree qualification will help close the gap of skills shortage in areas of strategic planning and change management and also save the country's resources of sending learners abroad to

acquire the qualification. The qualification will be offered on Block release in order to cater for the needs of the working class business executives. The qualification specifically targets experienced and senior management professionals, or senior business specialists, and builds on the competencies of qualifying degrees at NCQF level 8, or equivalent. The purpose of the proposed qualification is to provide students with competencies that will enable them to develop strategic plans and lead innovative business growth and administrative reforms. The qualification also adds value by capacitating students to demonstrate an integrated, critical awareness and understanding of the management of organizations in an international environment.

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.

Needs Assessment for the Executive Master of Business Administration