

QUALIFICATION SPECIFICATION						
SECTION A						
QUALIFICATION DEVELOPER		BAISAGO UNIVERSITY				
TITLE	Master of Business Administration in Public Management				NCQF LEVEL	9
FIELD	Business, Commerce and Management Studies		SUB-FIELD		Public Management	
New qualification		✓	Review of existing qualification			
SUB-FRAMEWORK	General Education			TVET		Higher Education
QUALIFICATION TYPE	Certificate			Diploma		Bachelor
	Bachelor Honours			Master	✓	Doctor
CREDIT VALUE					260	
RATIONALE AND PURPOSE OF THE QUALIFICATION						
The National Development Plan (2017-2023) envisages strengthening public sector efficiency, effectiveness, accountability and transparency, with a view to enhancing service-delivery and ultimately contributing to the achievement of the Botswana national goals. Many public institutions in Botswana and SADC have been criticised due to maladministration, corruption and management inefficiency. Therefore, this makes public policy specialists a cutting edge and priority in all governmental organisations and parastatals. In addition, the Botswana Vision 2036 (2016), pillar for Sustainable Economic Development places human capital and a knowledge-based economy at the centre, because of their critical role developing and growing the economy. The pillar affirms that developing human capital would enable citizens to compete globally in driving economic growth, diversification and transformation in the public institutions. Hence, there is need to develop people with the skills and competencies to drive this transformation in the public institutions. Furthermore, the National Human Resources Strategy (2009) strategic imperative is to transform the country from natural resources to human resources with a focus on skills training and development, as well as research and innovation. Therefore, based on the overall national goals and aspirations communicated through different policy documents, there is need for skills training and development in the area of public management to capacitate and upgrade personnel in public institutions to execute their mandate effectively and efficiently.						

The Human Resources Development Council –Priority Skills and Employment Trends (2016) have also identified policy analysts, researchers, people management, and investor relations as some of the future skills that would greatly benefit the country in policy development, implementation, monitoring and evaluation. All these technical and soft skills are embedded in the proposed qualification.

The needs assessment survey conducted across different government ministries, departments and parastatals revealed that there is need for this qualification, where 96% of the responded supported the development of the qualification. Stakeholders such as Ministry of Information, Science & Technology, Department of Building & Engineering Services, Ministry of Health and Wellness, Ministry of Finance and Development Planning, and the Citizen Entrepreneurial Development Agency highlighted that this qualification was relevant to upgraded personnel occupying middle and senior management positions with a higher qualification, who will in turn contribute greatly in successfully rolling out the government strategic reforms.

Purpose

The purpose of this qualification is to provide students with specialised knowledge, skills and competence to:

- i. Apply theories of management, leadership and organization to deliver effective governance in public organizations through policy formulation, implementation and evaluation.
- ii. Conduct research to influence policy formulation and development instruments to improve service delivery and good governance in practices.
- iii. Manage human resources, financial resources and information technology within the various government structures.
- iv. Propose solutions to public service issues in terms of effectiveness and efficiency to enhance integrity of public services, accountability and transparency

ENTRY REQUIREMENTS (including access and inclusion)

- i. Candidates must have obtained NCQF level 8, Bachelor's Degree (Honors) / Post Graduate Diploma/Certificate in Public Administration/Human Resources/Political Science or any area of specialization from a recognized institution.
- ii. Applicants who do not meet the requirements above may be considered through RPL and CAT systems for access and inclusion.

QUALIFICATION SPECIFICATION

SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Apply theories of ethics in business and their impact on governance.	1.1 Analyse the major ethical systems being pursued by nations of the world. 1.2 Discuss the role judiciary and legislature in Botswana. 1.3 Implement a public sector development management framework 1.4 Formulate policies for development
2. Manage public finance and debt in Parastatals in accordance to international standards and policy.	2.1 Develop strategies of sourcing funding for public institutions. 2.2 Craft strategies of managing public expenditure. 2.3 Formulate Budgets in government related institutions. 2.4 Discuss the role and effects of fiscal and monetary policies on economic growth and structure, the distributive impact of policies on people and society. 2.5 Evaluate the role of government in regulating multilateral and bilateral aid flows, external trade investments
3. Use latest technologies and information Management systems in the public sector.	3.1 Use technology to improve the efficiency and effectiveness in service delivery of the public sector. 3.2 Utilise e-government systems to improve service delivery and quality of work. 3.3 Operate electronic aids to improve policy decisions.
4. Manage diversity at the work place.	4.1 Discuss the importance of diversity at the workplace 4.2 Design the tools for gender streamlining development planning. 4.3 Develop gender policy. 4.4 Formulate strategies of managing diversity at the workplace.
5. Apply financial management processes to interpret and report on financial information affecting the public sector businesses.	5.1 Analyse financial data and reports in accordance with international financial reporting standards. 5.2 Interpret financial accounts of public entities and advise of public policy. 5.3 Use accounting information to measure the performance of public entities.

	5.4 Prepare financial statements to make decisions and for planning purposes.
6. Manage Public Projects effectively and efficiently.	6.1 Plan projects effectively and efficiently. 6.2 Manage public projects effectively and efficiently. 6.3 Evaluate the appropriateness of various municipal organisational structures in order to assess how project management processes can be effectively implemented within the structures. 6.4 Solve problems facing government and quasi government bodies. 6.5 Propose a risk assessment methodology to identify and document the risk to which the organisation may be exposed. 6.6 Design a response to any events that may arise once the risk is being realized. 6.7 Evaluate the risk management plan.
7. Carry out research in the Public Sector environment.	7.1 Identify an appropriate research problem and goals to study. 7.2 Formulate Research Proposal. 7.3 Identify an optimal research design and methodology to investigate the problem. 7.4 Process data using SPSS and other tools relevant in the Public sector research. 7.5 Write the dissertation/ Project research Report.

QUALIFICATION STRUCTURE			
			SECTION C
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	Operations and Information Management	9	20
	Applied Project Management	9	20
CORE COMPONENT Subjects / Units / Modules /Courses	Institutional Governance	9	20
	Public Policy and Economics	8	20
	Institutional Finance and Policy	9	20
	Human Resources Management and Labour Relations	9	20
	International Finance and Trade	9	20
	Gender and Sustainable Development	9	20
	Strategic Management in the Public Sector	9	20
	Dissertation	9	80
ELECTIVE COMPONENT Subjects / Units / Modules /Courses			
Rules of combinations, Credit distribution (where applicable):			
Level 8 =20 credits Level 9 =240credits Total = 260 credits For award of this qualification, all modules should be completed, leading to a total of 260 credits, where 40 credits are from the fundamental component and 220 credits from the core component.			
ASSESSMENT & MODERATION ARRANGEMENTS			
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

External moderation is a final check, by external subject experts, that the examination and marking is at the right standard for the type and level (with NCQF Level 9) of the qualification. External moderation exercise may lead to a decision to change marks. Each sub-field will have a Substantive External Examiner.

Reports and associated documents to be in place for external moderation should include but not limited to:

- Qualification document;
- Assessment Instrument;
- Assessment design and alignment matrix;
- Marking guide;
- Internal Moderation report;
- List of candidates and scores attained;
- Examination Attendance registers.

Assessment and moderation will be carried out by BQA registered assessors and moderators in line with relevant national and ETP-based policies.

RECOGNITION OF PRIOR LEARNING (if applicable)

Recognition of Prior Learning (RPL) and Credit Accumulation Transfer (CAT) will be applicable for consideration for award in this qualification.

PROGRESSION PATHWAYS (LEARNING, DIAGONAL ARTICULATION AND EMPLOYMENT)

Learning Pathways

Horizontal Articulation

- Master of Business Management
- Masters of Strategic Management and Corporate Governance

Diagonal Articulation

- PhD in Business Management
- PhD in Strategic Management and Corporate Governance

Vertical Articulation

Learners may progress to do degrees at Doctoral (PhD) in Public Management or higher Doctoral level of their choice. However, guaranteed admission to any higher qualification is at the discretion of the University.

Employment Pathways

- Chief Executive Officers
- General Managers
- Director Generals
- Principal Directors
- City Engineers
- NGO Executives
- Town Clerks
- Town planners
- Public Officers
- Public Administrators
- Community Officers

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 modules. The Master of Business Administration in Public Management certificate will be awarded to candidates who have obtained a minimum of 260 credits.

REGIONAL AND INTERNATIONAL COMPARABILITY

The Master of Business Administration in Public Management has been benchmarked against the following qualifications offered by various institutions regionally and internationally

- Masters of Public Administration - University of Lusaka (Zambia)
- Master of Arts in Public Management & Governance - University of Johannesburg (RSA)
- Masters of Public Administration - Southern Utah University (USA)

The duration of the qualifications differs. However, the minimum duration is 18 months and the maximum duration is 24 months. This might be contributed by the delivery mode used by the university and the total number of the modules on offer as shown in the matrix. All the qualifications have got a dissertation component. The difference is on the qualification content and modules. The proposed 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 are almost identical.

The proposed qualification is a unique offering targeted at improving efficiency and effectiveness in government and is targeted at career middle and senior managers in government, State Owned Enterprises, Parastatals, Local Authorities, and Non-Governmental organisations. This qualification will be the first in Botswana and it will close the gap of skill shortage in areas of Public Policy and Governance and also save the country's resources of sending learners abroad to acquire the qualification.

REVIEW PERIOD

This qualification will be reviewed after 5 years upon registration.