

QUALIFICATION SPECIFICATION							SECTION A
QUALIFICATION DEVELOPER		Imperial School of Business and Science (ISBS)					
TITLE		Post-Graduate Diploma in Management			NCQF LEVEL		8
FIELD	Business, Commerce and Management Studies			SUB-FIELD		Management	
New qualification		✓	Review of existing qualification				
SUB-FRAMEWORK		General Education		TVET		Higher Education	✓
QUALIFICATION TYPE		Certificate		Post Graduate Diploma	✓	Bachelor	
		Bachelor Honours		Master		Doctor	
CREDIT VALUE						125 Credits	
RATIONALE AND PURPOSE OF THE QUALIFICATION							
<p><u>Rationale</u></p> <p>The field of Business Management is crucial in developing countries such as Botswana. The government's long-term strategy to create a SADC business hub will require people who can communicate at all levels of the business industry. According to the national development plan (NDP), Botswana, 'The growing rate of unemployment of the youth, specifically graduates, indicates the critical need for improving the coordination, planning, quality, as well as management of human Resource Development'. (National Development Plan 11 2017, V.1.p.120)</p> <p>The Key programmes in the qualification such as Economics for Managers, Value Based Leadership and Organisational behaviour and People Management, Global Business Environment, Building Business Acumen, Marketing and Innovations and Research Project will prepare the learners with the skill and knowledge to develop themselves as successful business personnel to carryout environmental studies and assess business opportunities, apply information technologies to manage the business and market the products successfully and above all utilise the managerial skills to Lead, Control and Motivate the staff members to manage the business effectively.</p> <p>The dissertation prior to the completion of the qualification will equip the learners for conducting market research, prepare business projects and provide opportunities to put in practice their skills and knowledge into a real world like situation.</p>							

Human Resource Development Council (HRDC) has identified the Business Management industry as one of the key sectors that make up Botswana's future economy. (*BHRDS Fair and Career Clinics 2018. Pages 92-100.*)

Citizen Entrepreneurial Development Agency (CEDA) <http://www.ceda.co.bw/objectives>) encourages young business managers whereby they provide financial aid to individuals and one of the main criteria is for the applicant is having Business Management qualification.

The stakeholder survey among the industrial and potential business personals in line with the need analysis of the qualification revealed the fact that this qualification is most needed in the soil of Botswana.

Purpose

This Qualification is designed to equip the candidates with a broad range of business skills necessary to address today's challenges in the competitive business sector of the industry.

This qualification is to equip candidates with skills and knowledge to:

- Lead the work force in most effective manner.
- Execute Business Acumen strategies.
- Establish an outstanding relationship between organisations, people and leadership
- Assess key principles of economics that will provide viable progressive environment for the Business.
- Evaluate the financial performance of a company.
- Undertake key operational decisions on areas with respect to process, capacity, inventory, workforce, quality and measurement.
- Prepare an academically sound and practically relevant research proposal and dissertation.
- Execute marketing strategies effectively.

ENTRY REQUIREMENTS (including access and inclusion)

Access and Inclusion:

The Access and Inclusion arrangements are made to eliminate the barriers to facilitate fair and equal entry requirements to the qualification. The qualification is offered to anyone who is interested in the Field of Business, Commerce and Management irrespective of any disability, learning difficulty, record of criminal

conviction, age, gender, ethnic background and parental education or contextual data. Enrolment process is fair and equitable and applies equally to all individuals.

Entry Requirements:

Entry Requirement to Post graduate Diploma in Management:

- NCQF Level-7 or its equivalent qualification.
- Post Graduate Certificate NCQF Level-8 in Management or its equivalent qualification
- In addition to that Recognition of Prior Learning (RPL) and Credit Accumulated Transfer (CAT) will also be considered for access to Post graduate Diploma in Management.

QUALIFICATION SPECIFICATION	
SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Demonstrate advanced knowledge of financial, marketing, human resource and economical fields by implementing complex managerial skills in solving organizational problems.	<p>1.1 Integrate relevant business theories, tools and techniques in any business organizations to solve complex and unpredictable problems.</p> <p>1.2 Implement strategic business development decisions to explore new market ventures.</p> <p>1.3 Critically evaluate Financial status of an organization.</p> <p>1.4 Conduct a thorough market research by applying the 5Ps of marketing mix.</p> <p>1.5 Implement effective modern human resource practices in local businesses to effect development.</p> <p>1.6 Evaluate organizational operational strategies for achieving objectives of the company.</p>
2. Apply advanced knowledge and skills when assessing the financial performance of an organization's market value and investments.	<p>2.1. Prepare annual financial reports of an organization.</p> <p>2.2. Execute financial plans and strategies for an organization.</p> <p>2.3. Evaluate the performance of a business unit by using basic management accounting tools.</p> <p>2.4 Implement stock exchange financial analysis to assess the market value of an organization.</p> <p>2.5 Evaluate various investment analysis.</p>
3. Demonstrate highly specialized knowledge for analyzing modern theories and practices to implement exemplary managerial skill to lead people in an organization.	<p>3.1. Establish appropriate management style of operation in accordance with the nature and culture of the organization.</p> <p>3.2. Implement strategies and tactics for deciding priorities around people management.</p> <p>3.3. Execute strategies for managing emotions in and around the organization.</p> <p>3.4. Demonstrate exemplary skills in managing emotions and implementing remedial actions.</p> <p>3.5. Demonstrate potential skills in delegating duties and responsibilities to the respective people.</p>

	<p>3.6. Apply key motivating factors in an organization to boost the productivity and employee morale.</p> <p>3.7. Communicate effectively in both oral and written means as well as in modern communication techniques to both internal and external stakeholders for sharing ideas and feedbacks concerning the organizational matters.</p>
<p>4. Apply lean management approach to carry out managerial skill to effect changes in the organization for improving efficiency and quality.</p>	<p>4.1. Evaluate the key operations of management with respect to</p> <ul style="list-style-type: none"> • Process • Capacity • Inventory, • Workforce • Quality • Measurement. <p>4.2. Assess the competency of the workforce to achieve goals of an organization in an effective and efficient manner.</p> <p>4.3. Improve operational efficiency using potential operational management models.</p>
<p>5. Demonstrate highly specialized knowledge in assessing economic principles which are affecting business environment to execute skill to position the organization to explore global markets.</p>	<p>5.1. Evaluate the economics phenomena that influence business.</p> <p>5.2. Assess global economic trends and domestic socio-political strategies that affect an organization.</p> <p>5.3. Execute the 5 different stages in Business cycles with respect to,</p> <ul style="list-style-type: none"> • Expansion • Peak • Recession • Trough • Recovery <p>in line with the changes in economic variable such as Inflation and Unemployment.</p>

<p>6. Demonstrate exceptional knowledge to evaluate the principles of value-based leadership to implement an appropriate leadership model in an organization.</p>	<p>6.1. Implement Leadership values in an organization.</p> <p>6.2. Evaluate Value Based Leadership (VBL) with respect to</p> <ul style="list-style-type: none"> • Financial greed, • Corruption • Unethical practices <p>6.2. Implement different leadership styles with respect to</p> <ul style="list-style-type: none"> • Autocratic • Democratic <p>6.3. Implement appropriate leadership theories to lead and motivate the entire staffs.</p>
<p>7. Execute highly specialized knowledge while critically evaluating and synthesizing contemporary ideas, issues and concepts to carry out basic research to formulate sound judgement.</p>	<p>7.1. Prepare an academically sound and practically relevant research proposal and dissertation in line with management issues.</p>
<p>8. Apply a range of advanced specialist knowledge when evaluating international markets' performance and implement marketing strategies to position the organization in the global markets.</p>	<p>8.1. Assess economic, political, cultural and technological environments that constitute today's global business environment.</p> <p>8.2. Implement appropriate decisions pertaining to business opportunities.</p> <p>8.3. Evaluate the factors and issues in global marketing pertaining to,</p> <ul style="list-style-type: none"> • Global factors • Domestic factors • Organizational factors <p>8.4. Execute various strategic process for penetrating into international markets.</p> <p>8.5. Assess the enticement for and barriers to companies conducting business in and with countries outside of their domestic base.</p>

<p>9. Demonstrate exceptional knowledge in assessing domestic markets and implement managerial skill to explore market opportunities.</p>	<p>9.1. Evaluate domestic and international economic, social and political trends and developments appropriate marketing strategies.</p> <p>9.2. Execute skills in</p> <ul style="list-style-type: none"> • Decision making • Customer analysis • Exploring marketing opportunities. <p>9.3. Implement innovative strategies in marketing.</p>
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QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT <i>Subjects / Units / Modules /Courses</i>	Title	Level	Credits
	Building Business Acumen	7	12
CORE COMPONENT <i>Subjects / Units / Modules /Courses</i>	Organisational Behaviour and People Management	8	15
	Managerial Accounting and Finance	8	15
	Operations and Lean Management	8	15
	Economics for Managers	8	15
	Value Based Leadership	8	15
	Dissertation	8	23
Electives (Choose one)	Global Business Environment	8	15
	Marketing and Innovation	8	15
Rules of combinations, Credit distribution (where applicable):			
Fundamental modules contribute 12 credits, core modules contribute 98 credits and students are to choose 1 elective which contributes to 15 credits. Therefore, making the qualification a total of 125 credits. The credits allocation for Dissertation is 21 credits. Rules of combination options for elective modules in Year 1 Semester 2 are shown below:			
Combination Options for Electives:			
	<u>Combination 1</u>	<u>Combination 2</u>	
Year 1 Semester 2 Electives Combinations (Anyone)	<ul style="list-style-type: none">Global Business Environment	<ul style="list-style-type: none">Marketing and Innovation	

ASSESSMENT AND MODERATION ARRANGEMENTS

Types of Assessment.

	WEIGHTING (%)
FORMATIVE	50
SUMMATIVE	50

Assessment and moderation will be conducted by BQA registered and accredited assessors and moderators.

Assessment/Moderation Instruments.

1. Tests/ Case study Exam
2. Assignments
3. Portfolio of Evidence
4. Attachment Report (College Supervisor/ Workplace Mentor)
5. Presentation
6. Performance Record Rubrics

MODERATION ARRANGEMENTS

Arrangements and commitment to implement pre assessment and post assessment moderation will be taken place as stipulated and described in internal assessment and moderation policies and guidelines.

RECOGNITION OF PRIOR LEARNING (if applicable)

Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT)

Arrangements and provisions for employing recognition of prior learning will be executed in accordance with the institutional relevant policies and guidelines. Students will be granted exemptions based on the principles of RPL and CAT as stated in the institutional relevant policies and guidelines.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning:

The following are the learning pathways for a graduate who has successfully completed this qualification:

- Master of Business Information systems
- Master of Business Administration

- Master of Business Management
- Master's Degree in Management
- Master's Degree in Project Management
- Master's Degree in Leadership

Employment:

The following are the employment pathways for a graduate who has successfully completed this qualification:

- Manager at a start-up or small business.
- Manager at a strategic entrepreneurial unit.
- Operation manager at an organisation.
- Manager or analyst or working as a consultant in the management field.
- Researcher.

QUALIFICATION AWARD AND CERTIFICATION

Candidates must complete all compulsory modules and one module from the electives to attain at least 125 credits to graduate from the Post Graduate Diploma in Management qualification.

REGIONAL AND INTERNATIONAL COMPARABILITY

Post Graduate Diploma Qualification was benchmarked with similar qualifications offered by, University of Cape Town South Africa, Wits Business School (WBS), South Africa, Gordon Institute of Business Science, Pretoria, South Africa, and Institute of Commercial Management, (ICM, UK). The duration of the submitted qualification is 1 Year.

REGIONAL AND INTERNATIONAL COMPARABILITY TABLE

QD	Qualification	Field	General Entry Level	Duration / Credit
University of Cape Town (UCT)	PGDIP in Management	Business, Commerce and Management.	• Degree/Post Graduate Certificate	1 Year (120 Credits)
Wits Business School (WBS), South Africa	PGDIP in Management	Business, Commerce and Management.	• Degree/Post Graduate Certificate	1 Year (120 Credits)
Gordon Institute of Business Science,	PGDIP in General Management	Business, Commerce and Management.	• Degree/Post Graduate Certificate	1 Year (120 Credits)

Pretoria, South Africa				
Institute of Commercial Management, (ICM, UK).	PGDIP in Management	Business, Commerce and Management.	• Degree/Post Graduate Certificate	1 Year (120 Credits)

Regional Comparison

Comparable modules of University of Cape Town (UCT) & ETP's Submitted qualification

1	Post Graduate Diploma in Management, (UCT)		ETP's Submitted qualification Post Graduate Diploma in Management
1	Values Based Leadership	1	Building Business Acumen
2	Building Business Acumen-1	2	Managerial Accounting and Finance
3	Building Business Acumen-2	3	Organisational Behaviour and People Management
4	Emerging Markets in Contexts	4	Operations and Lean Management
5	Project	5	Economics for Managers
		6	Value Based Leadership
		7	Dissertation
			Electives (Anyone)
		1	Global Business Environment
		2	Marketing and Innovation

1.Summary of Regional Comparability Post Graduate Diploma in Management, (UCT) & ETP's Submitted qualification Post Graduate Diploma in Management

Post Graduate Diploma in Management Qualification was benchmarked with similar qualification offered Regionally by University of Cape Town. The total credit weighting of the qualification is 120 and the duration is 1 year following NCQF Level –7. The modules pertaining Management are easily comparable with the qualification. The key Learning outcomes in the module, Building Business Acumen-1&2, such as, (a) business concepts and theories (b) Financial statements and Finance (c) Principles of Marketing (d) Operations and Lean Management (e) Human Resource Management in the Post graduate diploma in UCT, are covered in the programmes of ETP'S submitted qualification, such as, Building Business Acumen, Managerial Accounting and Finance, Economics for Managers, Value based leadership etc. The strength of the submitting qualification is the inclusion of two electives such as (1) Marketing and Innovation

and (2) Global Business Environment. The Project in UCT qualification is addressed in the Submitting qualification as Dissertation.

Comparable modules of Wits University, ZA & ETP's Submitted qualification

2	Post Graduate Diploma in Management, Wits Business School (WBS), Wits University, ZA		ETP's Submitted qualification Post Graduate Diploma in Management
1	Financial and Management Accounting	1	Building Business Acumen
2	Operations Management	2	Managerial Accounting and Finance
3	Economics	3	Organisational Behaviour and People Management
4	Marketing Management	4	Operations and Lean Management
5	Strategic Management	5	Economics for Managers
6	HR& Organisation Design and Development	6	Value Based Leadership
7	Analytical Problem Solving & Decision Making	7	Dissertation
8	Business Disruption & Innovation		Electives (Anyone)
9	Financial Management	1	Global Business Environment
10	Entrepreneurship Management	2	Marketing and Innovation

2.Summary of Regional Comparability of Post Graduate Diploma in Management, (WBS) & ETP's Submitted qualification, Post Graduate Diploma in Management

Post Graduate Diploma in Management Qualification was benchmarked with similar qualification offered Regionally by Wits Business School (WBS), South Africa. The total credit weighting of the qualification is 120 and the duration is 1 year following NCQF Level –7. The modules pertaining Management are easily comparable with the qualification. The strength of the submitting qualification is the inclusion of the module Dissertation and the provision of two electives such as (1) Global Business Environment and (2) Marketing and Innovation. The gap in the submitted qualification is the exclusion of Entrepreneurship Management. Nevertheless, the entrepreneurial traits outcomes are embedded in the modules (1) Building Business Acumen and, (2) Global Business Environment in the submitting qualification.

Comparable modules of University of Pretoria, Z.A & ETP's Submitted qualification

3	Post Graduate Diploma in General Management (GIBS), University of Pretoria, Z.A		ETP's Submitted qualification Post Graduate Diploma in Management
1	Financial and Management Accounting	1	Building Business Acumen
2	Microeconomics	2	Managerial Accounting and Finance
3	Human Behaviour and Performance	3	Organisational Behaviour and People Management
4	Macro Economics	4	Operations and Lean Management
5	Human Resource Strategy	5	Economics for Managers
6	Research and Statistics	6	Value Based Leadership
7	Operations Management	7	Dissertation
8	Marketing		Electives (Anyone)
9	Business Communication for Impact	1	Global Business Environment
10	Applied Business Project.	2	Marketing and Innovation

3.Summary of Regional Comparability of Post Graduate Diploma in General Management, (GIBS) & ETP's Submitted qualification, Post Graduate Diploma in Management.

Post Graduate Diploma in Management Qualification was benchmarked with similar qualification offered Regionally by Gordon Institute of Business Science, Pretoria, South Africa. The total credit weighting of the qualification is 120 and the duration is 1 year following NCQF Level –7. The modules pertaining Management are easily comparable with the qualification. The strength of the submitting qualification is the inclusion of the module Dissertation and the provision of two electives such as (1) Global Business Environment and (2) Marketing and Innovation. The gap is the exclusion of the module Business Communication for Impact in the submitted qualification. Nevertheless, the effective communication skills' outcomes are embedded in the module, Operations and Lean Management.

International Comparison

Comparable modules of Institute of Commercial Management (ICM), (U.K) & ETP's Submitted qualification

4	Post Graduate Diploma in Management, ICM (U.K)		ETP's Submitted qualification Post Graduate Diploma in Management
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1	Financial Decision Making	1	Building Business Acumen
2	Management of Change	2	Managerial Accounting and Finance
3	Operations Management	3	Organisational Behaviour and People Management
4	People in Organisations	4	Operations and Lean Management
5	International Marketing Strategy	5	Economics for Managers
6	Contemporary Strategic Management.	6	Value Based Leadership
		7	Dissertation
			Electives (Anyone)
		1	Global Business Environment
		2	Marketing and Innovation

4. Summary of International Comparability of Post Graduate Diploma in Management, (ICM, U.K) & ETP's Submitted qualification, Post Graduate Diploma in Management.

Post Graduate Diploma in Management Qualification was benchmarked with similar qualification offered by Institute of Commercial Management, (ICM, UK). The total credit weighting of the qualification is 120 and the duration is 1 year following NCQF Level –7. The modules pertaining Management are easily comparable with the qualification. The strength of the submitting qualification is the inclusion of the module Dissertation and the provision of two electives such as (1) Global Business Environment and (2) Marketing and Innovation.

REVIEW PERIOD

The qualification will be subjected to review every 5 years.