

QUALIFICATION SPECIFICATION SECTION A						
QUALIFICATION DEVELOPER			Botho University			
TITLE		Master of Commerce in Human Resource Management			NCQF LEVEL	9
FIELD	Business, Commerce and Management Studies		SUB-FIELD	Human Resource Management		
New 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						
Development and management of human capital is essential in achieving a knowledge-based economy and production of globally competitive human resources as stipulated in VISION 2036's Sustainable Economic Development and Human and Social Development pillars (HRDC, 2016; NHRDS,2009-2022). The 2015 World Economic Forums' 2015 Human Capital Report states that "talent, not capital, will be the key factor linking innovation, competitiveness and growth in the 21st century" (NHRDS: 11). The assertion espoused above thus sets the platform for effective talent management priorities in emerging economies including Botswana. In line with aforementioned, the emergence of this new thinking now represents the explicit approach of the Government to move Botswana from being a successful natural resource based economy to a new economy characterized by high level skills, technology transfer, productivity and innovation (NRHDS,2009-2022). Therefore the shift in focus include public sector reform, privatization, citizen economic empowerment, private sector development, information and communications technology, knowledge absorption and development, research, science and technology, innovation, human capital formation and development, all of which are expected to empower Batswana and reduce dependence on expatriates' skills and competencies (NHRDS,2009-2022). Due to acute shortage of certain necessary skills, knowledge and competencies in unique areas of talent management most especially in emerging economies, this qualification provides the learners with core foundation training in human resource management, strategic human resource management, human resource planning, job analysis, recruitment and selection, placement, assessment of performance management. This qualification sets the premise for career opportunities vital for the attainment of human capital needs most especially in emerging economies and more specifically in Botswana in order to reduce dependence on external sourcing of requisite talent or human capital needs which is a platform for leakages or capital flight in any economy. The impending sourcing of human capital from external sources have created an urgent need for training and development of manpower needs and empowerment of citizens in order to create value addition for necessary skills, knowledge and competencies in developing economies and more specifically in the Botswana economy.						

A list of occupations in high demand will inform decision making and planning in wide a range of issues which includes but not limited to: Human resource development planning at both sector and national level. Based on the aforementioned, skills development at both pre-service and in-service level (work-place learning) as well as institutional planning at Tertiary level and Technical and Vocational Education Curriculum review are vital for qualification development. In addition, the human resource planning agenda is thus inextricably linked to funding strategies and allocations of students' sponsorship; promotion of linkages between job seekers and employers. Based on the assertion espoused above, immigration strategies which include issuing of work permits and visas provide a platform for informed tertiary education investment on priority skills needed by employers (HRDC, 2016) (**Appendix: 3**).

A market survey was conducted in order to establish whether the qualification is viable. The responses from the survey were positive with an inkling that the qualification is contemporary, needed and sustainable.

Purpose:

The purpose of this qualification is to equip candidates with ability to:

- demonstrate advanced skills, knowledge and competencies in talent management practices, uphold sound ethical conduct in the implementation of effective human resource practices and change management.
- manage equality and diversity in the workplace of today and the future, as well as develop creativity/flexibility in Human Resource Planning, strategic leadership in the conceptualization of professional practices in job analysis metrics.
- enhance their understanding of the broad talent management and will have an additional experience to make informed business decisions with considerable authority, problem solving skills in an era of environmental munificence.

ENTRY REQUIREMENTS (including access and inclusion)

- The minimum admission requirement is NCQF level 7 (Bachelor of Commerce) with 3 years' work experience or equivalent.
- Applicants that do not meet the above criteria but possess relevant industry experience will be considered through recognition of prior learning (RPL). RPL and CAT will be applied for access and inclusion as per BQA/ national RPL policy.

QUALIFICATION SPECIFICATION	
SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
By the end of this qualification, candidates will be able to:	
1. Demonstrate in depth advanced requisite skills, knowledge and high level of proficiency in research knowledge based on rigor, propositions, sound judgment and evaluation of existing talent management practice in Human Resource Management.	1.1 Plan, structure and execute innovative scientific research that makes contribution to the people management practices and defend the finding thereof.
2. Demonstrate advanced specialized knowledge in talent management practices and contemporary issues in people management.	2.1 Formulate strategies associated with contemporary human resource management practices in order to exhibit industry led capabilities. 2.2 Conduct periodic review of people management practices and contemporary issues in human resource management.
3. Apply and uphold sound ethical conduct in the implementation of effective talent or knowledge management practices and effective change management.	3.1 Formulate strategies for human resource practices within the context of change management and human resource planning and development. 3.2 Establish sequential linkages necessary to create sound knowledge management of resources that create a platform for informed decisions.
4. Apply advanced specialized knowledge, skills and competencies for managing equality, corporate governance and diversity.	4.1 Evaluate existing human resource management practices and suggest frameworks for promotion equality and diversity in management. 4.2 Demonstrate knowledge of corporate governance which set the tone for statutory provisions in the tactical and strategic operations of Organisations.
5. Conduct critical analysis, and evaluation of existing human resource management practices and suggest frameworks for	5.1 Construct and evaluate arguments of existing human resource management practices. 5.2 Discuss frameworks for promotion equality and diversity in management.

promotion equality and diversity in management	5.3 Demonstrate astute proficiency in the management of organizations as precedence in knowledge-based economies.
6. Demonstrate strategic leadership, and conceptualization of professional practice in job analysis processes.	6.1 Demonstrate autonomy and professional integrity for experiential knowledge and practice, people management practices and business processes. 6.2 Apply adherence to a strong code of ethics and corporate governance as prescribed by best practice in line with the need for Strategic Human Resource Management.
7. Apply and exercise great initiative in the formulation and implementation of motivational strategies.	7.1 Demonstrate performance and productivity dynamics in the context of managerial practices and decision. 7.2 Exercise the ability to translate complex technical concepts into understandable notions in the context of Corporate governance and Strategic Human Resources Management necessary for knowledge-based economies.

QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT	Title	Level	Credits
Subjects / Units / Modules / Courses	N/A		
	N/A		
CORE COMPONENT			
Subjects / Units / Modules / Courses	Human Resource Management	9	20
	Training and Development	9	20
	Human Resource Planning and Development	9	20
	Employment Law and Industrial Relations	9	20
	Strategic Human Resource Management	9	20
	Performance and Reward Management	9	20
	Contemporary Issues in Work, Employment and People Management	9	20
	Change Management	9	20
	Managing Equality and Diversity	9	10
	Business Research Methods (Research Proposal)	9	20
	Dissertation	9	60
Electives	Select any one		
	Counselling and Coaching at the Workplace	9	10
	Management of Safety and Health	9	10
	Managing Organisations	9	10
Rules of combinations, Credit distribution (where applicable):			
- To successfully complete the qualification, the candidate must complete all the 260 credits in the Master of Human Resource Management and should have successfully defended the proposal and final dissertation (viva voce). - The learner should complete all 11 core modules (250 credits) and 1 elective (10 Credits) modules.			

ASSESSMENT & MODERATION ARRANGEMENTS

This qualification is assessed and moderated as follows:

Integrated Assessment:

Both formative and summative assessment processes (which are case study based) are monitored during the qualification and to determine competence at the end of the qualification. The formative assessment will constitute 50% while the summative assessment will constitute the other 50%.

Formative assessment:

Learners are continuously assessed through internal assessment which constitute 50% of the overall grade for all modules.

Summative assessment:

Integrated assessment, focusing on the achievement of the exit-level outcomes, will be done by means of a written examination at the end of every module. The summative assessment will constitute 50%.

Pass requirements:

A learner passes a module if he/she obtains a final mark of 50% or more in the module. The final mark will consist of the formative assessments (50%) and the summative assessment will constitute (50%) of the total grade per module. A learner qualifies for the MHRM degree on NCQF level 9 when he/she passed all required modules individually. The student should complete 240 credits to complete the qualification.

Moderation:

There will be internal and external moderation for the qualification. Assessors and moderators must be BQA registered and accredited. Both internal and external moderation will be done in-line with the moderation policy of the Institution.

RECOGNITION OF PRIOR LEARNING (if applicable)

Candidate will undergo RPL assessment for the award of credits towards the qualification as per BQA policies. The same will apply for Credit Accumulation and Transfer (CAT). University's RPL and CAT policy will be inline with BQA Polices.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathway:

Vertical:

Completion of the Master of Commerce in Human Resource Management meets the requirement for vertical progression and admission to a Doctoral Degree in Human Resource Management.

Horizontal:

Graduate can proceed to study qualifications such as Masters in Talent Management, master's in management, master's in psychology and master's in industrial relations.

Diagonal articulation to accommodate Technical and Vocational Education and Training (TVET) framework articulation and entrants with requisite industry experience could also be considered through Recognition of Prior Learning (RPL).

Employment Pathway:

The qualification will produce post-graduates suitable for positions as Human Resource Managers, Human Resource Planner, Training and Development Manager, Human Resource Development Executive, Researcher, Clients Relationship Manager, Prospective Business Managers.

QUALIFICATION AWARD AND CERTIFICATION

- A candidate who accrues 240 credits will be awarded with Master of Commerce in Human Resource Management.
- Candidate will be awarded with a certificate - "Master of Commerce in Human Resource Management".

REGIONAL AND INTERNATIONAL COMPARABILITY

The qualifications have been benchmarked with the University of Johannesburg, Stellenbosch University in South Africa and Swinburne University in Australia.

Regional: University of Johannesburg,
Stellenbosch University, in South Africa.

International: Swinburne University in Australia.

Summary:

The team observed similarities in the Master of Commerce in Human Resource Management (HRM) in Stellenbosch University, and the proposed Master of Commerce in HRM qualification. The qualification is premised on the adoption and implementation of an integrated approach to help build capacity to respond to human and social development that help facilitate networks and partnerships in emerging economies.

University of Johannesburg

Similarities and Differences Between University of Johannesburg Qualification and the Proposed Qualification:

Domain modules of the University of Johannesburg include Training and Development, Human Resource Management, Employment Law and Industrial Relations, Change Management and Cross-Cultural Management. Learning and Employment pathway for University and proposed qualification are the same. The domain modules for the proposed qualification include Human Resource Management, Training and Development, Human Resource Planning, Performance and Reward Management, And Contemporary Issues In Work, Employment And People Management. Exit outcomes for the University of Johannesburg involve the design and development of research agenda which leads to professional development and collaborative efforts.

Stellenbosch University

Similarity and Differences between proposed qualification and Stellenbosch University

There is convergence as regards learning and employment pathways for the Stellenbosch University and the proposed qualification. The Exit learning outcome for the Stellenbosch University demonstrate requisite mastery of advanced critical skills meant to position aspiring Human resource managers on ethical and or professional practice principles as it offers students intellectual and practical orientation. The domain metrics for Stellenbosch University include Training and Development, Human Planning and Development, Employment Law and Industrial Relations, Strategic Human Resource Management and Change Management. The domain modules for the proposed qualification include Training and Development, Cross Cultural Management, Performance and Reward Management, Human Resource Planning and Development, Managing Equality and Diversity, Management of Health and Safety.

Swinburne University

Similarities and Differences between Swinburne University qualification and the proposed qualification:

For Swinburne University, exit learning outcome establish that candidates will be able to think and act in an environment of uncertainty and rapidly changing conditions with respect to human capital management and have functional understanding of talent management metrics. The domain modules for Swinburne University include Managing Equality and Diversity, Counselling and Coaching at Workplace, Human Resource Planning and Development, Performance and Reward Management and Management of Safety and Health. The domain module for the proposed qualification include: Managing Equality and Diversity, Counselling and Coaching at Workplace, Cross Cultural Management and Change Management.

REVIEW PERIOD

5 Years