

BQA NCQF Qualification Template

DNCQF.FDMD.GD04

Issue No.: 01

QUALIFICATION SPECIFICATION							SECTION A
QUALIFICATION DEVELOPER		BOTSWANA ACCOUNTANCY COLLEGE					
TITLE		Postgraduate Certificate in Enterprise Risk Management			NCQF LEVEL		8
FIELD:	BUSINESS, COMMERCE AND MANAGEMENT STUDIES		SUB-FIELD	RISK MANAGEMENT			
New Qualification		New					√
SUB-FRAMEWORK		General Education		TVET		Higher Education	√
QUALIFICATION TYPE		Certificate		√	Diploma (postgraduate)	Bachelor	
						Bachelor Honours	
		Masters			Doctor		
CREDIT VALUE: 60						60	
RATIONALE AND PURPOSE OF THE QUALIFICATION							
<p>RATIONALE</p> <p>The range of errors and irregularities that arise in relation to government tenders in Botswana provide regular content for academics and journalists about the poor management of risks, although mainly documented by non-academics in newspapers. Corporate governance failures and new legislation have emphasized the importance of enterprise risk management (ERM) in preventing fraudulent reporting (Desender, 2011).</p> <p>The skills sector analysis report of 2016/17 published by the Human Resource Development Council (HRDC) further highlight the need for enterprise risk management in the local market. The report lists risk management as one of the key top areas that require training and skills upgrade to minimize corporate scandals, improve productivity, and optimize success of organizations in the country (HRDC, 2016/17). This qualification therefore develops the requisite skills, knowledge, and competencies among practitioners for effective risk management practices both in the public and private sectors enterprises. The broader significance of improved risk management is that, with emphasis on efficiency associated with risk management, Botswana stands a better chance to achieve its vision of greater accountability. This achieved by the qualification's recognition of the growing use of international standards such as ISO 31000, and COSO 2016.</p> <p>It is on these grounds mentioned above that the qualification is necessary to build a reasonability awareness of risk and to equip managers with the tools necessary to tolerate a certain degree of risks in their creation of value bearing in mind that risk is not entirely bad. To achieve value, having a well conceptualized and implemented enterprise risk management framework and process, provides the strategic advantage that enable business enterprises to take the right amount of risk</p>							

in pursuit of their objectives.

PURPOSE

The purpose of the qualification is therefore to produce graduates with the knowledge, skills, and competencies to:

- Identify and prioritize potential risk events.
- Develop risk management strategies and risk management plans.
- Use established risk management methods, tools, and techniques to assist in the analysis and reporting of identified risk events.
- Identify and evaluate risks.
- Develop strategies and plans for lasting risk management.
- Design and implement risk management strategies.
- Select and apply the tools and techniques to assess and treat risk.
- Make informed risk management decisions for current and emerging risks.

ENTRY REQUIREMENTS (including access and inclusion)

Candidates entering this qualification must hold:

- A bachelor's degree (NCQF Level 7) or equivalent in a relevant field (e.g., risk management; certified internal auditors [CIA]).
- Direct entry application through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) is accessible to all learners through institutional Policies in line with the National RPL and CAT Policies.

QUALIFICATION SPECIFICATION		SECTION B
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA	
LO1: Demonstrate highly specialized knowledge and understanding in enterprise risk management	1.1 Articulate concepts of Risk, Risk management and Enterprise Risk Management. 1.2 Interpret the main risk management standards. 1.3 Carry out principles underpinning successful enterprise risk management in a business.	
LO2: Apply advanced Enterprise Risk Management Skills at strategic, operational, tactical and compliance levels in various organisational environments	2.1 Employ relevant risk management standards to inform the development of an ideal risk management framework 2.2 Craft a risk management strategy, as contained in the policy statement to guide ERM practices in a firm 2.3 Design a risk management architecture to define the roles and responsibilities towards ERM by everyone in the organization, designing the reporting lines and information flow 2.4 Develop clear risk management protocols to guide the implementation and reporting on risks in organization 2.5 Identify an enterprise wide risks, including those that the organization is willing to take, and those that it must mitigate 2.6 Apply the five lines of assurance and the three lines of defense models to assess organization's risk assurance 2.7 Evaluate the organization's overall enterprise risk management effectiveness	
LO3: Develop transferable skills applicable to enterprise risk management and apply these skills as a professional	3.1 Communicate risk information in oral and written form 3.2 Establish a risk management context, to determine the organizations risk appetite, exposure, and capacity 3.3 Analyse, evaluate and document significant risks in the risk register 3.4 Implement cost effective risk response strategies to address significant risks in an organization	
LO:4 Operate within a team of a variety of role players; Political, professional, and administrative members of the Risk Management Forum	4.1 Apply relevant risk management standards to measure risk culture in an organisation. 4.2 Establish risk management practices into organisational routine. 4.3 Develop strategies for improving the level of risk aware culture maturity 4.4 Examine the effectiveness of an organization's board of directors in corporate governance	

The structure of the qualification that leads to the delivery of these outcomes are shown in Section C below.

QUALIFICATION STRUCTURE			
			SECTION C
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	N/A		
CORE COMPONENT Subjects / Units / Modules /Courses			
	Principles of Risk and Risk Management	7	12
	Practice of Risk Management	8	10
	Risk Assessment	8	10
	Risk Treatment	8	8
	Risk, Governance and Culture	8	10
	Risk Resilience, future risks, and crisis management	8	10
	Total semester credit load		60
Total Qualification Credits			60
Rules of combinations, Credit distribution (where applicable): N/A			
<p>The qualification duration is 6 months comprising of evening and block release classes. Level 7 – 12 credits Level 8 – 48 credits</p> <p>All modules must be completed and a total of 60 credits attained to get the qualification.</p>			

MODERATION ARRANGEMENTS

Assessment strategies Arrangements

All assessments, formative and summative contributing to the award of credits or a qualification should be based on learning outcomes and sub-outcomes.

Formative Assessment

Formative assessment or continuous assessment contributing towards the award of credits should be based on course outcomes.

Table: assessment weighting

Mode of assessment	Weighting range	Comments
Formative assessment (e.g. quiz, tests, etc)	40%	
Summative assessment (course work/assignments, Oral presentations, etc)	60%	
Total	100%	

Internal Moderation Arrangements

The moderation process is carried out according to relevant institutional Policy on Assessments and Moderation developed according to BQA standards. All assessments are moderated internally and externally. assessment work in modules in the qualification are moderated by expert moderators in the field of enterprise risk management who are competent at the level of the Qualification. This ensures that the standards across assessors and moderators are consistent. Moderation is done as follows:

1. Moderation of assessment instrument (to ensure it meets the quality of validity and reliability, and that it is an adequate tool for the measurement of the required performance standards)
2. Moderation of marked scripts (to ensure fairness, consistency and appropriateness of the marked scripts).

External Moderation arrangements

The External moderator is engaged after the internal moderation process has been completed and is not treated as a second (or third) marker. The External moderator has an advisory role in respect of

all matters relating to the curriculum and assessment and is given access to all assessment instruments and student work. The external moderator is provided with all relevant information to inform the moderation process. This will include a copy of the module descriptor and module handbooks/assessment brief, marking criteria/key, a copy of the module marks and a summary of the module statistics. The External moderator moderates the assessment before and after its attempted.

Assessment and Moderation is done by BQA accredited and registered moderators.

RECOGNITION OF PRIOR LEARNING (if applicable)

Provision for Recognition of Prior Learning (RPL) for award is available through institutional RPL Policy in line with the National RPL Policy.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal/Diagonal and vertical

The qualification can articulate horizontally to:

- A Bachelor (Hons) in Risk Management Studies

The qualification can articulate vertically to:

- A Master's Degree in risk management

The qualification can articulate diagonally to:

- A master's Degree in Civil Engineering
- A Master' Degree in Project management

Employment Progression Pathways

The qualification can lead to more complex roles in the enterprise risk management frameworks and process design and implementation to improve public and private sector performance. It can also be an entry qualification in enterprise risk management consultancy or employment. The available opportunities include:

- Risk practitioners.
- Risk and compliance officers
- Risk management consultants
- Risk managers and officers
- Project managers

- Educators
- Business development officers
- Corporate governance officers
- Risk Strategist.

QUALIFICATION AWARD AND CERTIFICATION

Fundamentally, a learner must comply with the academic rules and regulations and must meet all the credit requirements (60 credits) of the qualification to be awarded the qualification.

The award structure is presented below, with a postgraduate certificate:

Intermediate and final Exit Points	Award
Completion of 60 credits	Postgraduate Certificate in Enterprise Risk Management

REGIONAL AND INTERNATIONAL COMPARABILITY

In the local context, institutions of higher learning offer variant of this qualification. The ETP pitches the qualification at postgraduate certificate level to target largely the corporate sector and public enterprise. There is no published comparison in the local context but in planning the qualification, consideration was given to the issues covered in the variants on offer.

In the SADC region, the University of Cape Town in South Africa, offers a master's degree in risk management. The learning outcomes of the qualification were mapped unto the master's for reference purposes.

The bulk of the benchmarking was against the International qualification in Enterprise Risk Management at the Institute of Risk Management (UK). Care was taken to ensure all the major syllabus areas for the Module were covered adequately while being adapted for the Botswana environment in order to address the enterprise risk management skills and knowledge gap in Botswana as highlighted in the HRDC policy report above, under the qualification rationale and purpose section, and reiterated by great public demand for the qualification.

Institution	ETP	IRM / UK	IRM/ UK	University of Cape Town
Duration	6 months	6-9 Months	18 months	10 weeks
Credits	60 credits	40 credits	80 credits	Estimated at 70 credits
Courses offered	1. Principles of Risk and Risk Management	1. Principles of risk and risk management	1. Risk assessment 2. Risk, Governance and	1. The concept of Risk 2. Risk Management Frameworks

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	2. Practice of Risk Management 3. Risk assessment 4. Risk Treatment 5. Risk, Governance, and culture 6. Risk resilience, future risks and Crises management	2. Practice of Risk Management	culture 3. Crises, Resilience and Future Risks	3. Corporate Governance and Enterprise Risk Management 4. Decisions and Uncertainty: Quantitative 5. Decision and Uncertainty: Qualitative 6. Risk Identification 7. Risk Assessment 8. Decision and uncertainty: qualitative 9. Organisational culture and ethical concerns. 10. Risk Reporting
Award	Post Graduate Certificate in Enterprise Risk Management	International Certificate in Enterprise Risk Management	International Diploma in Enterprise Risk Management	Certificate in risk management online.

The Qualification was benchmarked with the IRM, both the certificate and diploma. Although the UK qualification is offered at 120 credits in a minimum of 24 months, care has been taken to localise the ETP qualification to fit the local environment.

REVIEW PERIOD

The Post graduate certificate in enterprise risk management is reviewed on a 5-year cycle or when need arises.