
	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.QIDD.GD02
		Issue No.	01
		Effective Date	04/02/2020

M SECTION A: QUALIFICATION DETAILS														
QUALIFICATION DEVELOPER (S)				Botswana Police College										
TITLE		Diploma in Strategic Management and Leadership								NCQF LEVEL		6		
FIELD		Business, Commerce and Management Studies		SUB-FIELD		Strategic Management and Leadership				CREDIT VALUE		360		
New Qualification				<input checked="" type="checkbox"/>		Review of Existing Qualification								
SUB-FRAMEWORK		General Education				<input type="checkbox"/>		TVET		<input type="checkbox"/>		Higher Education		<input checked="" type="checkbox"/>
QUALIFICATION TYPE		Certificate		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Diploma		<input checked="" type="checkbox"/>	Bachelor	
		Bachelor Honours		<input type="checkbox"/>	Post Graduate Certificate				<input type="checkbox"/>	Post Graduate Diploma				
		Masters				<input type="checkbox"/>	Doctorate/ PhD							
RATIONALE AND PURPOSE OF THE QUALIFICATION														
RATIONALE <p>The Strategic Management and Leadership Qualification (SMLQ) is a qualification designed to support the law enforcement agencies leadership development nationally and at regional level. The qualification provides skills and knowledge to law enforcement officers working at or with the potential of being promoted to the organizations executive level. Through the skills attained from the qualification, learners will be able to make an analysis of the best international practices regarding police partnerships, working with other governments, law enforcements and local communities.</p> <p>SMLQ is aimed at promoting and sharing of best practices amongst participants, development of blended solutions, competencies and confidence demanded of senior officers occupying strategic positions. It further provides opportunities for self-directed, dynamic, personal, and professional development in a supported team environment.</p>														

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The development of the qualification is informed by the Regional Programme: 2013 – 2016 (Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs), the National Vision 2036 pillar 4 on Governance, Peace and Security which emphasizes that Botswana shall be the land of peace, freedom, and progressive governance. The Training Needs Assessment (TNA) of 2017 frequently revealed the need for training officers in management and leadership skills, self-management skills, service sector skills and communication skills amongst others, which was also taken cognizant of in the development of this qualification. The Botswana Police Service Corporate Development Strategy 2017-2023 also identified Crime Management and Quality workforce critical thematic areas to ensure improved customer satisfaction.

The purpose of the qualification


The qualification will produce graduates who will have advanced knowledge, skills, and competencies to:

- Make a critical shift from operational function to corporate strategic responsibilities and perspectives.
- Analyze the principles and practices of the executive leadership in decision making, planning and manage change.
- Identify current leadership issues and their impact on law enforcement agencies and create strategies to address them.
- Carry out a research to solve problems.
- Demonstrate confidence in executive responsibilities.
- Apply change management as leaders.
- Develop operationally based policing strategies.
- Identify managerial strengths and weaknesses and formulate a continuous professional development plan.
- Work confidently and creatively as members of executive planning teams.


ENTRY REQUIREMENTS (including access and inclusion)

Minimum entry requirement:


- Certificate V NCQF Level 5 (BGCSE) or equivalent.
- Access through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) will be provided through ETP policies in line with National RPL and CAT Policies.

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SECTION B QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Demonstrate advanced knowledge of Information Technology (IT)	1.1 Operate Microsoft applications. 1.2 Use the internet. 1.3 Design a computing-based solution to a structured problem. 1.4 Practice principles of effective information management. 1.5 Apply skill of Information Technology (IT)
2. Display advanced knowledge of organisational Occupational Health and Safety (OHS) procedures.	2.1 Apply various legal frameworks in Occupational Health and Safety (OHS) 2.2 Evaluate Risk Assessment Processes 2.3 Apply Risk Management Principles
3. Exhibit advanced leadership skills in the workplace.	3.1 Display leadership models in the work place. 3.2 Analyse individual and group behaviour during work. 3.3 Demonstrate resilience decision making in leadership. 3.4 Apply a systems approach to decision making in the workplace
4. Apply advanced leadership skills in the Organisation.	4.1 Implement an effective leadership style. 4.2 Establish principles and practices of strategic planning. 4.3 Implement communication strategy. 4.4 Exhibit an understand on the process of decision making
5. Enhance processes to increase operational efficiency	5.1 Identify the roles and responsibilities of operational managers in different Organisational context. 5.2 Enhance operational and administrative processes. 5.3 Interface operational systems with other functional areas within the organisation and its external environment.
6. Apply common practices in countering Transnational Organized Crime (TNOC)	6.1 Assess Transnational Organized Crimes. 6.2 Identify gaps that preclude the detection of various illegal markets. 6.3 Examine individual attributes of organized crime 6.4 Assess Botswana Response systems to TNOC. 6.5 Expand the capacity of trained personnel in transnational organised crimes.


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7. Critique the role of community leadership in crime management.	7.1 Establish concepts of leadership theories and effective practices within groups and organisations and diverse communities. 7.2 Assess traditional values in leadership modern situations. 7.3 Evaluate cultural values and diversity issues as they pertain to community leadership.
8. Manage Projects in an organization	8.1 Implement concepts of project management. 8.2 Develop plans to implement quality and resource management processes. 8.3 Appraise project environment on selection of traditional or agile approaches. 8.4 Incorporate an ethical perspective in all professional activities.
9. Exhibit competency on Strategic planning and management	9.1 Utilize strategic management models and theories to Law Enforcement Issues. 9.2 Assess the need for integrating analysis and intuition in strategic management. 9.3 Monitor strategy formulation, implementation, and evaluation activities. 9.4 Assess organisational performance
10. Exhibit advanced knowledge of procurement policies and procedures	10.1 Present critical elements of financial decision-making relating to procurement policies and procedures. 10.2 Plan for significant procurement and supply for an organisation. 10.3 Utilize various legislation, instructions and/or agreements in procurement operations. 10.4
11. Apply international relations' general concepts to practical situations	11.1 Examine various international relations theories. 11.2 Explore the dynamic nature and importance of having a systematic framework on International relations. 11.3 Interpret the external and internal dynamics of foreign policy decision-making processes. 11.4 Communicate effectively and fluently on subjects and issues pertaining to international relations. 11.5 Debate issues of social justice in global contexts
12. Implement Risk Management strategies.	12.1 Explore organizational risk management strategies in an organisation. 12.2 Provide a framework, process, skills, and tools for the critical analysis of issues relating to an Enterprise Risk Management (ERM)


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	12.3 Assess risk management frameworks for financial organisations in different regulatory environments.
13. Compile a strategic paper	13.1 Appraise an organization strategic direction. 13.2 Study the components of an organization's internal and external environment. 13.3 Assess stakeholder expectations. 13.4 Formulate and verify new strategies for sustainable growth. 13.5




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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total (Per Subject/ Course/ Module/ Units)
		Level [5]	Level [6]	Level [7]	
FUNDAMENTAL COMPONENT <i>Subjects/ Courses/ Modules/Units</i>	Computer Skills	20			20
	Safety Health and Environment	20			20
CORE COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Personal and Team Leadership		26		26
	Organizational Leadership		26		26
	Operational Leadership		26		26
	Trans National Organized Crime		26		26
	Community Leadership		26		26
	Project Management			26	26
	Strategic Management			26	26
	Procurement			26	26
	International Relations			26	26

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	Enterprise Risk Management			26	26
	Strategic paper			60	60
ELECTIVE/ OPTIONAL COMPONENT <i>Subjects/Courses/ Modules/Units</i>					

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	Credit Value
Level 5	40
Level 6	130
Level 7	190
TOTAL CREDITS	360
Rules of Combination: (Please Indicate combinations for the different constituent components of the qualification)	
<p>This qualification is comprised of thirteen (13) modules:</p> <p>Fundamental Components – 40 Credits</p> <p>Core components – 320 Credits</p> <p>There are no electives in this qualification.</p> <p>Upon completion, trainees should have acquired 360 credits.</p> <p>All components are compulsory.</p>	

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ASSESSMENT ARRANGEMENTS

All assessments leading to the awarding of this qualification will be based on learning outcomes associated with

the following assessment criteria:

1. Formative assessment

The weighting of formative assessment is 60% of the final assessment mark.

2. Summative Assessment

The weighting of summative assessment is 40% of the final mark.

Assessment arrangements will be done by BQA registered and accredited assessors.

MODERATION ARRANGEMENTS

There shall be provision for internal and external moderation done by BQA registered and accredited Moderators

RECOGNITION OF PRIOR LEARNING

There will be provision Recognition of Prior Learning (RPL) for award of the qualification using ETP and RPL Policy in line with the National RPL Policy

CREDIT ACCUMULATION AND TRANSFER

There shall be access and award of credits of the qualification using Institutional Credit Accumulation and Transfer (CAT) Policy in line with the National CAT Policy.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)


Horizontal Articulation

- Diploma in Management Skills

Vertical Articulation

- Degree in Strategic management and Leadership

EMPLOYMENT

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- Executive Manager

QUALIFICATION AWARD AND CERTIFICATION

Qualification award:

Minimum standards of achievement for the award of the qualification

The learner must have met the following requirements:

- Met all learning outcomes.
- Accumulated a total of 360 credits.

Certification:

Upon completion of the qualification, the candidate will be awarded a **Diploma in Strategic Management and Leadership** and official transcripts.

REGIONAL AND INTERNATIONAL COMPARABILITY

The regional and international comparison focused on the specific needs of current policing environment.

The comparison was conducted by means of desktop benchmarking based on the Exit Level Outcomes and Associated Assessment Criteria and Research on the Internet.

REGIONAL COMPARIBILITY

The Namibia University of Science and Technology offers a one year Post Graduate Diploma in Management programme which is high than our Diploma in Strategic Management and Leadership in terms of complexity of learning but compatible in terms of vertical progression. The qualification covers, Risk Management, Tendering processes, Project management,

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Customer service operations, Marketing, Managing budgets, Customer service operations, Technology, Leadership and Management, Strategic Change, Business Management,

The qualification covers, General Management and Operations, Leadership and People Management, Finance for Managers, Strategic Marketing Management: Analysis, Planning & Decision Making, Workplace Project and electives namely: Customer Care and Relationship Marketing, Project Leadership and Management, Entrepreneurship.

INTERNATIONAL COMPARABILITY

The following countries were chosen for the international comparison:

London College of Business offers a two years' diploma in Strategic Management and Leadership qualification, which is like our Diploma in Strategic Management and Leadership. The qualification covers Developing Strategic Management and Leadership Skills, Strategic Change Management, Strategic Marketing Management and Strategic Supply Chain Management & Logistics. Sussex Business School offers one and half years CMI Level 7 Diploma in Strategic Management and Leadership qualification.

Stratford College offers a 6 months' Postgraduate Diploma (Level 7) in Strategic Management and Leadership. The qualification covers Developing Strategic Management and Leadership Skills, Strategic Change Management, Strategic Marketing Management, Strategic Planning, Research Methods for Strategic Managers and Project Development and Implementation for Strategic Managers, and they are like what we offer.

REVIEW PERIOD

Every Five (5) years.