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		Issue No.	01
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SECTION A: QUALIFICATION DETAILS													
<b>QUALIFICATION DEVELOPER (S)</b>		BAISAGO University											
<b>TITLE</b>	Master of Science (Strategic Management)										<b>NCQF LEVEL</b>	9	
<b>FIELD</b>	Business, Commerce and Management Studies			<b>SUB-FIELD</b>	Strategic Management					<b>CREDIT VALUE</b>	252		
New Qualification					<input checked="" type="checkbox"/>		Review of Existing Qualification						
<b>SUB-FRAMEWORK</b>		General Education			<input type="checkbox"/>		TVET			<input type="checkbox"/>		Higher Education <input checked="" type="checkbox"/>	
<b>QUALIFICATION TYPE</b>	Certificate	I	II	III	IV	V	Diploma	Bachelor					
	Bachelor Honours			Post Graduate Certificate					Post Graduate Diploma				
	Masters					<input checked="" type="checkbox"/>		Doctorate/ PhD					
<b>RATIONALE AND PURPOSE OF THE QUALIFICATION</b>													
<p><b>RATIONALE:</b></p> <p>There is a Japanese saying that goes, “When you’re dying of thirst, it is too late to think about digging a well.” This saying exalts the importance of strategic management to success in any business endeavour. Planning is something that has become a habit for many, in one or more areas of organisational lives. In today's environment, this is becoming an ever-more important aspect for each business, because businesses have multiple internal and external stakeholders. Botswana like any other developing country has embraced the philosophy of economic diversification. This economic perspective is only possible with the development of leadership in the public and private sectors whose entrepreneurial and innovative skills would drive economic diversification processes that</p>													

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will enhance national economic sustainability. The HRDC report (NHRC Strategy, 2009) highlights that increased enrolment in postgraduate studies is required in order to increase graduates with research skills.

Further, the Botswana Vision 2036:19 States “The global environment is highly dynamic, is characterised by uncertainty in a wide range of development parameters. New models of development are needed to operate in such a dynamic world.” In purview of the Government’s intimation for the need for new models development, it is imperative that the proposed Master of Science degree in Strategic Management will be one such tool through which models that will assist the country to be prepared to transact on the global market will be created. Botswana vision 2036:17 complements this assertion when they state that “The overriding imperative is to balance the objectives of the social, economic and environmental pillars of development and where such balance is not possible, to negotiate trade-offs among them at local, national and global levels

Vision 2036:17-18 contends that “The global economic system is also changing, and has been characterised by economic crises and uncertainties on the world markets, including markets for diamonds, Botswana’s dominant export commodity. The world is also characterised by globalisation and the rise of information and communication technology and mobility of labour. By 2036, we will therefore be more connected and integrated into a rapidly changing world system.” This assertion equally speaks for preparedness in strategic Management skills which our proposed Master’s degree seeks to address. NDP11 further states “Among the broad strategies to be pursued during NDP 11 are: (I) developing diversified sources of economic growth through initiatives such as beneficiation, cluster development, special economic zones, economic diversification drive, and local economic development. In purview of the national vision and strategic plan, there however appears to be the following gaps in Human Resource competencies in Botswana Private and public Sector economic players:

- Understanding the market's critical success factors and the position relative to them.
- Inability on the part of Public and Private sector players to efficiently and effectively translate critical success factors into prioritized projects and management actions.
- Inability on the part of Public and Private sector players to proactively build upon their business's strengths, mitigate the business's weaknesses, capitalize on market opportunities, and defend against market threats.
- inability by Public and Private sector players to connect projects to winning business strategies

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### **PURPOSE:**


The purpose of this qualification is to produce graduates with skills to:

- Develop short and long term strategic plans
- Apply the principles and practices of strategic management to analyse the business environment and the impact of internal and external factors on business performance
- Implement and monitor the chosen strategies in relation to achieving the organisations goals and objectives


### **ENTRY REQUIREMENTS (including access and inclusion)**

- Candidates should have at least NCQF level 7 Bachelor Degree in Business Management/ Marketing / Human Resource Management/ Economics or equivalent from a recognized institution.
- Special Entry: Applicants who do not meet the requirements above may be considered through RPL and CAT policies for access and inclusion as per institutions and BQA/ national policy.

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<b>SECTION B</b>		<b>QUALIFICATION SPECIFICATION</b>	
<b>GRADUATE PROFILE (LEARNING OUTCOMES)</b>		<b>ASSESSMENT CRITERIA</b>	
1. Develop effective strategies for competitiveness, diversification, and expansion of the business operations 		1.1 Analyse the events that contribute to the changing business environment. 1.2 Prepare strategic plan to drive the organizations vision and mission. 1.3 Formulate competitive advantage strategies for a business based on organizational analysis of resources and capabilities. 1.4 Review the effectiveness of existing business strategies. 1.5 Recommend business improvements based on the market and competitive trends.	
2. Plan for changes in environmental factors as changing laws, economic challenges, technological changes, organizational and sociocultural issues, and domestic and international trends		2.1 Forecast the needs of the organization in order to meet the challenging managerial and leadership functions. 2.2 Interpret the influence of domestic and International market on the business. 2.3 Quantify the effects of adverse business conditions and changes and their minimization 2.4 Propose solutions to deal with opportunities, risk and threats in the business environment. 2.5 Recommend new systems, procedures, or organizational changes to deal with the changing business environment.	
3. Conduct research to identify problems/challenges and propose innovative		3.1 Identify a research topic and formulate it into a specific research problem	

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<p>solutions to strategic management issues in organizations.</p> 	<p>3.2 Formulate research questions to guide the research project and assist in the construction of a logical argument</p> <p>3.3 Construct hypothesis to discriminate between alternative explanations for events or patterns</p> <p>3.4 Compile a literature review based on primary &amp; secondary data</p> <p>3.5 Design a theoretical framework or empirical model for the study</p> <p>3.6 Interpret existing theories, models, methods and results, both qualitatively and quantitatively, within the field of financial engineering</p> <p>3.7 Select appropriate research methodologies for different research studies</p> <p>3.8 Use statistical and/or mathematical modelling software for data analysis and interpretation of results</p> <p>3.9 Draw research finding and make recommendations.</p>
<p>4. Manage the organization's human and financial resources effectively to achieve organizational objectives</p>	<p>4.1 Apply the concepts, theoretical framework and techniques of human resource management to evaluate and recommend solutions for human resource management problems.</p> <p>4.2 Analyse the implications of ethical and legal issues related to human resources.</p> <p>4.3 Prepare budget and allocate resources to support business initiatives</p> <p>4.4 Analyse financial and other data, including revenue and expenditure to determine business performance.</p>

 <b>BOTSWANA</b> Qualifications Authority	<b>BQA NCQF QUALIFICATION TEMPLATE</b>	Document No.	DNCQF.QIDD.GD02
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<b>SECTION C</b>		<b>QUALIFICATION STRUCTURE</b>			
<b>COMPONENT</b>	<b>TITLE</b>	<b>Credits Per Relevant NCQF Level</b>			<b>Total</b> <b>(Per Subject/</b> <b>Course/</b> <b>Module/</b> <b>Units)</b>
		<b>Level [8 ]</b>	<b>Level [9 ]</b>	<b>Level [ ]</b>	
<b>FUNDAMENTAL COMPONENT</b>  <i>Subjects/ Courses/ Modules/Units</i>	Strategic Information Management		15		<b>15</b>
	Entrepreneurship and Innovation Management		15		<b>15</b>
<b>CORE COMPONENT</b>  <i>Subjects/Courses/ Modules/Units</i>	International Strategic Management		15		<b>15</b>
	Corporate Strategy and Decision Making	12			<b>12</b>
	Strategic Organisational Design		15		<b>15</b>
	Strategic Leadership and Conflict Management		15		<b>15</b>
	Strategy Implementation and Evaluation		15		<b>15</b>
	Business Ethics and Corporate Governance		15		<b>15</b>
	Managing Strategic Change		15		<b>15</b>
	Strategic Financial Management		16		<b>16</b>

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	Dissertation		80		<b>80</b>
<b>ELECTIVE/ OPTIONAL COMPONENT</b>  <i>Subjects/Courses/ Modules/Units</i>	Strategic Human Resource Management		12		<b>12</b>
	Performance Management		12		<b>12</b>
	Corporate Communications		12		<b>12</b>
	Strategic Marketing Management		12		<b>12</b>
	Strategic Management Accounting		12		<b>12</b>
	Managerial Economics		12		<b>12</b>

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<b>SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL</b>	
<b>TOTAL CREDITS PER NCQF LEVEL</b>	
<b>NCQF Level</b>	<b>Credit Value</b>
Level 8	12
Level 9	240
<b>TOTAL CREDITS</b>	<b>252</b>
<b>Rules of Combination:</b> <b>(Please Indicate combinations for the different constituent components of the qualification)</b>	
<p>For award of this qualification, candidates should have attained 252 credits, where 30 credits are from the fundamental component, 198 from the core component and 24 credits are from the elective component, where candidates are supposed to choose only 2 modules.</p>	



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## **ASSESSMENT ARRANGEMENTS**

### **Formative Assessment**

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

### **Summative Assessment**

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

## **MODERATION ARRANGEMENTS**

Assessment and moderation will be carried out by BQA (or its equivalent) registered and accredited assessors and moderators in line with BQA/ national policies.

## **RECOGNITION OF PRIOR LEARNING**

Recognition of Prior Learning (RPL) policies which are in line with BQA's Policies will be used so that candidates can gain part or whole qualification through these arrangements.

## **CREDIT ACCUMULATION AND TRANSFER**

Credit Accumulation and Transfer (CAT) policies which are in line with BQA's Policies will be used so that candidates can gain part or whole qualification through these arrangements.

## **PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)**

### **Learning Pathways**

#### **Horizontal Articulation:**

- Master of Science in International Business and Trade
- Master of Global Business
- Master of Science in International Business and Sales Management

#### **Vertical Articulation**

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- PhD Strategic Management
- PhD in Management

#### **Diagonal Articulation**

- PhD in International Business
- PhD in Global Finance
- PhD in International Business Economics
- PhD in International Business Economics and Management
- PhD in international Business and Marketing
- PhD in International Business Negotiation
- PhD in International Management
- PhD in Entrepreneurship

#### **Employment Pathways**

- Business Development Managers
- Consultants
- Business Analyst
- Operations Managers
- Strategy Managers
- Change Management Specialists

#### **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 all fundamental, core and the selected elective modules and passed examinations in accordance with regulations set by the Faculty. The Master of Science (Strategic Management) will be awarded

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to candidates who have obtained a minimum of 252 credits. Candidates will be issued with a certificate upon satisfying all requirements.

### **REGIONAL AND INTERNATIONAL COMPARABILITY**

The aforementioned proposed Qualification was benchmarked with the following qualifications:

- **MSc in Strategic Management (Chinhoyi University Zimbabwe)** <https://www.rocapply.com/study-in-zimbabwe/zimbabwe-universities/chinhoyi-university-of-technology/master-of-science-in-strategic-management.html>
- **MSc in Strategic Management (University of Derby – UK)** <https://www.derby.ac.uk/online/business-courses/strategic-management-msc-online/#what-you-will-study>
- **MSc in Strategic Management (University of Birmingham – UK)** <https://www.birmingham.ac.uk/postgraduate/courses/taught/business/management-strategy.aspx>

A comparative analysis of the three aforementioned qualifications shows some lines of similarities and differences.

#### **Similarities**

All the compared and the proposed qualification:

- Are at NQF Level 9
- Have a six months long dissertation upon successful completion of all the taught modules.
- Aims to produce specialist strategists in areas of Management, Leadership and Entrepreneurship.
- Require a minimum of entry requirement of NQF Level 7 in any relevant area of study.

#### **Differences**

- The compared qualifications differ in terms of duration. Where the proposed, University Derby and University of Chinhoyi qualifications run for 2 years and the qualification for University of Birmingham runs for 1 year.

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- Mode of delivery differs amongst the qualifications. The proposed qualification offers both full-time and part-time modes and University of Derby offers the qualification of part-time basis only while university of Chinhoyi and University of Birmingham offers theirs on full-time basis.
- The qualifications also differ in credit allocations. The proposed qualification carries 252 credits while the qualifications for the University of Derby and University of Birmingham carries 180 credits each.

### ***REVIEW PERIOD***

This qualification will be reviewed after 5 years.