

1.0 QUALIFICATION SPECIFICATION SECTION A

QUALIFICATION DEVELOPER	ABM University College					
TITLE	Certificate V in Leadership Development				NCQF LEVEL	5
FIELD	Business, Commerce and Management Studies		SUB-FIELD	Leadership Development		
New qualification		New	Review of existing qualification			
SUB-FRAMEWORK	General Education			TVET	✓	Higher Education
QUALIFICATION TYPE	Certificate		✓	Diploma		Bachelor
	Bachelor Honours			Master		Doctor
CREDIT VALUE					120 credits	

2.0 RATIONALE AND PURPOSE OF THE QUALIFICATION

2.1 Rationale:

Our country through its Botswana Education & Training Sector Strategic Plan (ETSSP 2015-2020) seeks to help learners maximize their potential through a commitment to excellent teaching that demonstrates up-to-date pedagogy and by providing all learners with the required skills and knowledge needed to succeed. ABM University College aligns with this government initiative to roll out a much-needed Leadership course to answer to the needs of the industry and make an impact.

At the Apex of every organization that seeks sustained operational excellence success as well as to thrive in the unprecedented times there is need for robust leadership. Hence, the subject of leadership development, as well as the need thereof cannot be overemphasized; it is a subject of obvious relevance to any organized entity, private sector and public sector alike more especially in a developing country like our own. Currently in Botswana there is evidence of a huge need for leadership development among entrepreneurs, as evidenced by early demise of countless business

ventures among the Youth of Botswana primarily, and sadly, among supposedly seasoned businessmen of Botswana.

The Certificate V in Leadership Development qualification has been developed after the ABM University College had carried a training needs survey in 2017. The survey indicated that the business market needs personnel that have leadership acumen to run organizations. The HRDC qualification needs analysis places Leadership development as top among the priority skills that organization requires for sustained operational excellence. Furthermore, the world of business is getting complicated by the minute, as fresh challenges keep emerging. The year 2020 our country as did the rest of the world are grappling with the multifaceted repercussions of the COVID-19 pandemic. The temporary closure of businesses, especially of the non-essential services divide were most hard hit as the abrupt development paused the operation, this challenge called for a robust transformational leadership to navigate the business entity out of the storm (lack of customers) but for most businesses the opposite was true.

Leadership is not a want; it is a need. This leadership course comes just at the right time to capacitate leaders of corporations to navigate the complex world of business in today's perilous times, deal with the evolving challenges, manage change, manage synergies and where possible inspire the teams to keep their eyes on the goal no matter the odds.

2.2 Purpose

The Certificate V in Leadership Development is an ideal option for business professionals and technical executives seeking to enhance their general management and leadership skills in order to become effective leaders in a dynamic business world. The leadership development certificate qualification will help learners to strategically manage their organization as effective leaders by providing a comprehensive set of advanced knowledge and tools essential to leading individual teams and organizations.

The learners will master techniques for creating a high-performance culture, enhancing the performance of teams through balancing competing organizational demands, driving strategic change within the organization and effectively negotiating to maximize gains across the organization.

The qualification will:

- Provide the learner with leadership skills to lead, guide and influence subordinates towards achieving the set targets of the organization.
- Help the learner apply the principles of effective communication in the organization
- Equip the learner with strategic thinking skills, long term planning and implementation of the organization's strategy.
- Equip learners with the language of business, accounting and finance to both properly account for business transactions as well to measure financial performance of the organization.

3.0 ENTRY REQUIREMENTS (including access and inclusion)

Entry requirements

Candidates must have successfully completed:

- NCQF Level 4 (for example in Botswana BGCSE), with a pass in at least six subjects NOT below the grade of E.

Or

- Admission through RPL or CAT in line with Institutional and BQA / National Policies.

4.0 QUALIFICATION SPECIFICATION		SECTION B
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA	
1. Apply the process of leadership in the organization.	1.1 Influence subordinates towards achieving a common goal in the organization. 1.2 Direct team activities and processes in the organization to ensure effectiveness. 1.3 Use motivational tools to boost the morale of subordinates in the workplace.	
2. Demonstrate knowledge of effective communication among employees in the organization.	2.1 Apply effective communication skills in the organization, e.g., listening and clear articulation. 2.2 Use nonverbal communication skills to convey the right message to the subordinates. 2.3 Use effective communication skills to resolve conflicts in the workplace.	
3. Illustrate the knowledge of strategic decision making in the organization.	3.1 Examine the process of strategic decision making in the organization. 3.2 Apply the processes of strategic and tactical decision making in the organization. 3.3 Implement strategic decision making in organization.	
4. Apply various project management strategies to achieve effectiveness in execution of projects in the organization.	4.1 Use effective project initiation and planning in the organization. 4.2 Produce a well-defined project timeframe. 4.3 Produce a well-defined procurement plan for projects within the department. 4.4 Control all the activities of the project to ensure that they align with the project objectives.	

<p>5. Demonstrate the knowledge of finance and accounting concepts in the organization.</p>	<p>5.1 Use various accounting books to record financial information in the organization.</p> <p>5.2 Interpret the financial performance of the organization using financial ratios, e.g., quick ratio, debt ratios etc.</p>
<p>6. Practice self-mastery in the organization.</p>	<p>6.1 Apply the art of self-mastery in the organization.</p> <p>6.2 Utilize the skill of emotional intelligence in settling individual & team conflicts.</p>
<p>7. Employ the process of executive leadership in the workplace.</p>	<p>7.1 Apply executive mentoring skills towards subordinates.</p> <p>7.2 Influence subordinates towards achieving the long-term plans of the organization.</p> <p>7.3 Inspire subordinates to see the bigger picture of the organization i.e., mission, vision and values of the organization.</p>
<p>8. Apply the process of entrepreneurship in the organization.</p>	<p>8.1 Describe the process of entrepreneurship.</p> <p>8.2 Discover fresh ideas that can be turned into a sustainable business.</p> <p>8.3 Suggest projects improvement initiatives in the organization.</p> <p>8.4 Implement the entrepreneurship process.</p>

5.0 QUALIFICATION STRUCTURE		SECTION C	
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	CERTIFICATE IN LEADERSHIP DEVELOPMENT	LEVEL 5	CREDITS
	Year 1		
	Entrepreneurship Development	5	12 Credits
	Business Communication	5	12 Credits
	Personnel Mastery	5	12 Credits
	Financial Management for non-finance Managers	5	12 Credits
CORE COMPONENT Subjects / Units / Modules /Courses	Leadership development	5	12 Credits
	Strategic Decision Making	5	12 Credits
	Project Management	5	12 Credits
	Executive Leadership Practises	5	12 Credits
	Leading Across Cultures	5	12 Credits
	Building High Performance Organisations	5	12 Credits
ELECTIVE COMPONENT Subjects / Units / Modules /Courses	N/A		
5.1 Rules of combinations, Credit distribution (where applicable):			
This qualification is worth a total of 120 credits inclusive of 48credits for fundamental modules and 72 credits for core modules.			
6.0 ASSESSMENT STRATEGIES AND WEIGHTINGS			
6.1 Formative Strategies:			
Formative assessment will contribute 60% towards the final grade			
6.2 Summative Assessment Strategies			
Summative assessment will contribute to 40% of the final grade			

7.0 MODERATION ARRANGEMENTS

External and Internal moderation requirements

- Both assessors and moderators will be registered and accredited by BQA

8.0 RECOGNITION OF PRIOR LEARNING (if applicable)

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

Recognition of Prior Learning (RPL) refers to the principles and processes in line with ETP's and the National Policy of RPL. In view of that, the prior knowledge and skills of a person are made visible, mediated and rigorously assessed and moderated for the purposes of alternative access and admission, recognition and certification, or further learning and development. The ETP verifies and assesses each application against the specified module of the qualification and determines the credit values. Modules are outcome based and independent with respect to separate exit levels.

If the student has modules in his / her transcript that are closer to the respective qualification's module's credits, the students are then passed to the second stage of assessment. The CAT and the prospective candidate will have an arranged meeting which would be followed by interviews and written tests. Exemption will be conferred to the candidates based on the performance of the interviews and the written tests. If the student has modules in his / her transcript that are much less than the qualification's module's credits, exemption will not be granted for that module.

General Rules.

- The recognition of credits for the purposes of transfer from one qualification to another is determined by the nature of the qualifications.
- Candidates may submit evidence of prior learning and current competence and/or undergo appropriate forms of RPL assessment for the award of credits towards the qualification in accordance with applicable university RPL policies and relevant national-level policy and legislative framework.

9.0 PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

9.1 Horizontal progression

Graduates who finish this Certificate may enrol in other relevant certificates at NCQF Level 5 such as:

- Certificate V in Entrepreneurship Development
- Certificate V in Human Resource Management
- Certificate V in Management Development & Leadership
- Certificate V in Business Management

9.2 Vertical Integration.

Graduates who complete the Qualification may proceed to NCQF Level 6 qualifications such as:

- Diploma in Leadership development with any institution of their choice
- Diploma in Entrepreneurship
- Diploma in Management Development & Leadership
- Diploma in Business Management

9.3 Career Pathways

Graduates who complete may take any of the following career opportunities:

- Supervisor of a start-up business.
- Supervisor at a small business.
- Supervisor at a strategic entrepreneurial unit.
- Self-employed – Launching a small company or starting a small new venture.
- Joining a graduate programme or graduate scheme offered by government and other organizations.

9.0 QUALIFICATION AWARD AND CERTIFICATION

9.1 *Minimum standards of achievement for the award of the qualification*

A candidate is required to achieve the stipulated total credits inclusive of the fundamental 48 credits, core; 72 credits to be awarded this qualification.

9.2 *Certification*

Having satisfied all the prescribed requirements, the candidates will be awarded the Certificate V in Leadership Development in accordance with standards prescribed for the award of the qualification and applicable policies.

10.0 REGIONAL AND INTERNATIONAL COMPARABILITY

The closest this course has come to in terms of comparability are as follows.

10.1 Regionally:

- Higher Certificate in Supervisory Management from University of South Africa, the credits are similar (120 credits), they are both NCQF (NQF for South Africa) Level 5. Both courses bear almost similar modules like Business Communication (equivalent of Practice workplace English, UNISA), Introductory finance etc. The duration of both courses are twelve months minimum (1 year); at least 60 NQF (RSA) credits (5 modules of 12 credits each) in a semester.
- Certificate in Leadership offered by Stellenbosch University in South Africa, course duration 8 weeks (48-hours); 6-8 notional hours per week, while the proposed course is NCQF Level 5; 120 credits, 120 notional learning hours. What sets the Certificate V in Leadership Development is, it's offered as a comprehensive 12 months course.

10.2 Internationally:

- The course was also benchmarked with Executive Certificate in Leadership Sloan School of Management in the United Kingdom.
- Executive Leadership Cornell Certificate Program, an online certificate programme offered by Cornell University, New York. Course length 2 Weeks, duration 4 months.

11.0 REVIEW PERIOD

The qualification should be reviewed after every five years.