

**BQA NCQF Qualification Template**

DNCQF.FDMD.GD04

Issue No.: 01

QUALIFICATION SPECIFICATION				SECTION A	
<b>QUALIFICATION DEVELOPER</b>		Limkokwing University of Creative Technology			
<b>TITLE</b>	Master of Business Administration (Finance and Banking)		<b>NCQF LEVEL</b>	9	
<b>FIELD</b>	Business Commerce and Management Studies		<b>SUB-FIELD</b>	Finance and Banking	
New qualification		√	Review of existing qualification		
<b>SUB-FRAMEWORK</b>	General Education		TVET	Higher Education	
<b>QUALIFICATION TYPE</b>	Certificate		Diploma	Bachelor	
	Bachelor Honours		Master	√	Doctor
<b>CREDIT VALUE</b>				255	
1.0 RATIONALE AND PURPOSE OF THE QUALIFICATION					
<p><b>1.1 Rationale of the Qualification</b></p> <p>The MBA in Finance and Banking will be ideal in supporting the nation's transformation agenda towards Vision 2036 by producing graduates with requisite training to address some of the opportunities and challenges that shall emerge.</p> <p>According to the latest Botswana budget for the financial year 2020/2021, 'the share of the non-mining private sector in value added terms rose to 66 percent in 2018, compared to 63 percent in 2015,' implying remarkable growth in other business sectors as opposed to mining. The services sector has continued to grow, and both the banking financial institutions and non-bank financial institutions have equally witnessed expansion under the current economic transformation phase of Botswana from <i>upper middle income</i> to <i>high income status</i> by year 2036. This calls for the building of human capital which initiative in the national development agenda the programme seeks to address in part. As the banking and finance sectors continually evolve by way of product choices, services, regulation, monitoring and many others, new players have entered with increased competition, resulting in the need for qualified trained personnel to deal with the many aspects of the changed economic landscape. Furthermore, trained personnel will partly go a long way towards supporting the identified pillars of the Vision 2036, namely:</p> <ul style="list-style-type: none"> <li>• Sustainable Economic development</li> <li>• Human and Social Development</li> <li>• Sustainable Environment</li> <li>• Governance, peace and Security</li> </ul> <p>According to HRDC priority occupation list -2019, financial and investment advisory have been pointed out as stable fields and organization development specialists as personnel anticipated to be in demand in the future. All this falls under financial and banking field. Botswana has ten commercial</p>					

banks that are all foreign owned and four are listed on the Botswana stock exchange. Other non-bank finance institutions include micro lenders, pawnshops and finance and leasing companies. The micro lending sector is growing and has potential to increase financial inclusion. Large commercial banks continue to introduce technologies and are moving towards branchless banking. This calls for more skills in financial management (The banking sector in Botswana, 2020).

In line with the government of Botswana's Human Resources Development Strategy (2009 -2022), the need for upgrading of skills and training has been underscored. As such, post graduate orientation in Finance and Banking for those keen in pursuing training in business management will definitely benefit from the qualification being offered. Further, the joint World Bank and IMF Report of 2008 on Botswana, relating to Financial Sector Assessment (FSA) Program (SecM2008-0347) indicates that the **'The financial system in Botswana has diversified and grown over the years.'** Furthermore, from the minister (Dr. Matsheka) of Finance and Economic Development's 2020 budget speech for the financial year 2020/2021, the ruling party (Botswana Democratic Party) is keen to transform the country from the current upper middle income to high income status by year 2036, as indicated in BDP manifesto.

Under the Building human capital, the government remains committed to improving human capital skills and knowledge as they are critical inputs to private sector development and industrialization, as per the 2020 budget speech. The continuous approval of undergraduate degrees including honours in Finance and Banking by BQA has necessitated the need for the introduction of Master of Business Administration (Finance and Banking) which shall bridge the gap in training necessary for candidates keen on pursuing the graduate (MBA) programme and provide the much-needed workforce in the formal employment market and financial services industry due to the growth and expansion of the sector. A needs assessment was carried out in January 2020 which identified some gaps in the finance and banking sector such as customer care, lack of staff proactiveness, poor quality service, poor management practices, among others.

## **1.2 Purpose of the Qualification**

The purpose of this qualification is to produce graduates with knowledge, skills and competences to:

- provide specialised financial and bank management skills-sets for management and industry practice.
- provide expertise in technical knowledge and competence for management and industry practice.
- measure and evaluate opportunities, investment projects and financial performance for decision making and business advisory.
- apply today's most effective financial management tools and techniques to entrepreneurial ventures for wealth maximization and risk avoidance.
- conduct applied research and work as members of a project team.

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

Entry requirements for Master of Business Administration (Finance and Banking) qualification are as follows:

- NCQF Level 7 or equivalent qualification.
- Entry through Recognition of Prior Learning in line with institutional and National Policies

**3.0 QUALIFICATION**

**SPECIFICATION**

**SECTION B**

**GRADUATE PROFILE  
(LEARNING OUTCOMES)**

**ASSESSMENT CRITERIA**

<p>3.1 <b>Demonstrate</b> knowledge and understanding of banking and financial industries.</p>	<p>3.1.1 Analyze banking and financial concepts. 3.1.2 Identify risks faced by the financial services industry. 3.1.3 Employ specialised financial and bank management skills-sets in the workplace or industry practice. 3.1.4 Apply critical thinking, problem solving and analytical skills to execute tasks related to the management of organisations. 3.1.5 Provide business advisory services. 3.1.6 Employ interpersonal skills in the execution of tasks. 3.1.7 Engage in various forms of business communication to support business processes. 3.1.8 Negotiate business proposals and contracts.</p>
<p>3.2 <b>Design</b> work processes, systems and functions in the banking and finance sectors.</p>	<p>3.2.1 Design and implement financial planning and management. 3.2.2 Measure and evaluate financial performance. 3.2.3 Develop operational budgets and provide financial oversight. 3.2.4 Employ leadership skills to account for work done. 3.2.5 Develop a risk management programme for the organization. 3.2.6 Implement a risk management programme for the organization.</p>
<p>3.3 <b>Conduct Research</b> on business opportunities and problems in the Finance and Banking industries.</p>	<p>3.3.1 Carry out research surveys locally and Internationally in the finance and banking sectors. 3.3.2 Apply the ethical and professional codes of the industry in business research. 3.3.3 Analyze the research data collected and present the findings. 3.3.4 Draw research conclusions and make informed decisions. 3.3.5 Recommend the best practices, markets or products for the business operations. 3.3.6 Solve today's managerial problems using research findings.</p>
<p>3.4 <b>Evaluate</b> alternative investment projects and</p>	<p>3.4.1 Identify various types of projects and assess the riskiness of their cash flows.</p>

<b>3.0 QUALIFICATION</b>		<b>SPECIFICATION</b>
<b>SECTION B</b>		
<b>GRADUATE PROFILE (LEARNING OUTCOMES)</b>	<b>ASSESSMENT CRITERIA</b>	
opportunities in the economy.	3.4.2	Determine feasible / viable projects using different tools including the capital budgeting techniques.
	3.4.3	Determine appropriate cost of capital for projects, Internal Rate of Return, Net Present Value and other discounted cash flow methods.
	3.4.4	Identify the different types of costs of capital and criteria for preferring each type.
	3.4.5	Evaluate business risks associated with different opportunities.
3.5 Draw Strategic plans for banking and financial organizations.	3.5.1	Apply SWOT Analysis and CBA (Cost Benefit Analysis) for different business scenarios.
	3.5.2	Provide business advisory services to the organization.
	3.5.3	Manage banking operations effectively.
	3.5.4	Grow and expand business operations viably gaining larger market share and revenue.
	3.5.5	Develop comprehensive business plans for the business.
	3.5.6	Utilize the business plan to forge strategic partnerships.
	3.5.7	Pitch the business plans to secure funding from various investors.
3.6 Conduct Micro and Macro environmental analysis in the banking and financial industry.	3.6.1	Apply the PESTEL in the banking and financial industry.
	3.6.2	Align business activities to changing business environment.
	3.6.3	Develop and implement strategic change in complex and uncertain conditions.
	3.6.4	Manage organizations during crisis both nationally and internationally as would be the case.
	3.6.5	Manage and lead in the business world, including at global stage.
	3.6.6	Evaluate global economy and the financial and banking systems for decision making.

3.0 QUALIFICATION		SPECIFICATION
SECTION B		
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA	
3.7 Apply in-depth knowledge of financial management in business enterprises.	3.7.1	Identify sources of finance both local and globally to support business start-ups and business growth.
	3.7.2	Assess financial risks for different sources of finance.
	3.7.3	Advise on strategies to manage financial and investment risks locally and globally.
	3.7.4	Design financial hedging strategies.
	3.7.5	Interpret business financial statements and reports correctly for informed decision-making.
	3.7.6	Formulate business budgets for the specific period of the business or accounting cycle.

4 QUALIFICATION STRUCTURE				
SECTION C				
The following table shows the key knowledge areas adopted and defined for the qualification <b>Master of Business Administration (Finance and Banking)</b> together with the level and credits.				
FUNDAMENTAL COMPONENT Subjects / Units / Modules / Courses	Knowledge Area	Module Title	Level	Credits
	Finance	1 Financial Management	9	12
	Management	2. Accounting for Managers	9	12
	Management	3. Quantitative Methods for Decision Making	9	12
	Management	4. Bank Management and Regulations	9	12
CORE COMPONENT Subjects / Units / Modules / Courses	Finance/Management	5. Money and Banking	9	13
		6. Financial Markets and Institutions	9	13
		7. Managerial Economics	9	13
	Banking	8. Financial Derivatives	9	13
	Risk Management	9. Financial Risk Management	9	15
	Investment Management	10. Investment Analysis and portfolio management	9	15
	Economics/ Banking	11. International Banking	9	15
	Research	12. Research Methods	9	15
ELECTIVE COMPONENT Subjects / Units / Modules	Specialization option modules	13. Dissertation	9	80
		14. Corporate Finance Policy	9	15
		15. Financial Analysis and Reporting	9	15
		16. Corporate Governance	9	15
		17. Bank Lending and Credit		

/Courses	Administration		
	18. Strategic Management	9	15
	19. Contemporary Issues in Banking and Finance	9	15
	Total		<b>255</b>

**5 RULES OF COMBINATIONS, CREDIT DISTRIBUTION (WHERE APPLICABLE):**

**Rules**

- Learners who undertake **Master of Business Administration (Finance and Banking)** shall be awarded the qualification after completing and attaining the full 255 credits. The learner should pass all the assessments and do a research component- the dissertation.
- The learners should take 255 total credits broken down as shown in the table below:

Modules	Credits
Fundamental	48
Core modules	192
Electives	15
Total	<b>255</b>

**6 ASSESSMENT ARRANGEMENTS**

**6.7 Standard Conditions of Assessment**

The learners will undergo formative and summative assessments which should be designed by assessors who will be accredited by BQA.

The weightings should be as follows:

Assessment	Weightings
Formative	50%
Summative	50%

**7 MODERATION ARRANGEMENTS**

The qualification shall have two types of moderation, namely Internal Moderation and External Moderation, in accordance with applicable institutional and national policies and regulations. Assessors and moderators shall be accredited.

## **8 RECOGNITION OF PRIOR LEARNING (if applicable)**

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. Implementation of RPL shall also be consistent with requirements, if any, prescribed for the field or sub-field of study by relevant national, regional, or international bodies.

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

### **Horizontal articulation of the Master of Business Administration (Finance and Banking)**

- Executive Master in Entrepreneurship
- Master of Business Administration
- Master's in project management (MPM)
- MSc in Project Management
- MSc in Strategic Management
- Master of Arts Degree in Economics
- Master of Finance
- Master's in accounting and Finance
- Master of Arts Degree in Development Studies
- Master of Arts in Public Administration (MPA)
- Master of Research and Public Policy (MRPP)
- MPhil in Economics
- MSc in Supply Chain Management
- Master's in philosophy (MPhil)
- MA in Procurement and Logistics Management

### **Vertical articulation in Master of Business Administration (Finance and Banking) may also lead to further studies**

- Level 10 PhD in Economics
- Level 10 PhD in Business Administration
- Level 10 PhD in Marketing
- Level 10 PhD in Operations and Supply Chain
- Level 10 PhD in organizational Behaviour
- Level 10 PhD in Management
- Level 10 PhD in Business Management

### **Employment Pathways**

Graduates of the course may find employment in a range of public and private organisations for the following posts:

- Actuary

- Banker (Commercial or Corporate Lending)
- Banker (Investment / Corporate Finance)
- Chartered loss Adjuster
- Credit Analyst
- Financial Advisor
- Financial Regulator
- Financial Risk Analyst
- Insurance Broker
- Retail banker
- Risk Manager
- Credit Controller / Financial Controller
- Business advisor / Planner
- Business Services and Administration Managers
- Research and Development Managers
- Project Managers
- Financial and Investment advisors

**10 QUALIFICATION AWARD AND CERTIFICATION**

10.1 To qualify for qualification award and certification, learners must:

- Attain a total of 255 credits overall.
- Complete satisfactorily any additional and specified requirements of the qualification.
- Have official verification that he/she has covered and passed all the modules

10.2 Qualifying candidates shall be awarded the Master of Business Administration (Finance and Banking)

## **11.0 INTERNATIONAL AND REGIONAL COMPARABILITY**

The Master of Business Administration (Finance and Banking) qualification was benchmarked against qualifications offered by the following universities:

- University of Witwatersrand, Johannesburg, South Africa (Master of Management in Finance and Investment Management)
- Birmingham Business School, University of Birmingham, United Kingdom (Master of Science in Money, Banking and Finance)
- Gies College of Business, University of Illinois, Urbana Champaign, USA (Master of Science in Finance)

The international and regional comparability looked at the programme duration, content breakdown in terms of modules and credits as well as exit learning outcomes. Similarities and differences of the qualification were also considered during benchmarking amongst the Universities.

### **International and Regional comparability : Similarity, Differences , and Contextualisation**

#### **Similarities**

- The benchmarking exercise established that the duration of the qualification in the institutions benchmarked is one (1) year on average. The total number of modules for the qualifications is between 6 and 8. The number of modules per semester ranged from three (3) modules to five (5). The number of specialization modules available under electives range from four (4) to six (6).
- All qualifications cover some areas of knowledge in the finance and banking domain
- Similar assessment strategies are used amongst all Finance and Banking qualifications from the international universities
- The universities have allocated more credits to the research course component
- The entry requirements are similar, and all require a bachelor's Honours degree as the basic minimum requirement for entry to the programmes

#### **Differences**

- The institutions benchmarked give the qualification different names: Master of Management in Finance and Investment Management, Master of Science in Money, Banking and Finance, and Master of Science in Finance, however all have similar focus on curriculum content.
- The total credits awarded at the completion of the qualification are different because of the credit framework used
- Some qualifications do not use the notional 10 hours of learning (International comparison)

#### **Contextualization**

The qualification is contextualised by benchmarking the areas stated above and to which comparison was done.

This qualification is designed in such a way that the graduate can apply the skills, competences, and

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knowledge in almost all types of business management involving Financial and Banking matters in all types of workplaces with ease. The qualification prepares graduates to address, managerial issues in domestic, and global environments pertaining to investments, value creation and wealth management. Moreover, the qualification in Finance and Banking shall also adopt electives as means of co-opting specialization according to the benchmarked universities. Equally, the qualification in Finance and banking shall put emphasis on research practice to build competency in research and ensuring practical assessment. Thus, learners under the qualification shall be well prepared for further study should they wish to proceed to Level 10 – the PhD Qualification.

<b>REVIEW PERIOD</b>
Every after 5 years
<b>Other information</b> – please add any supplementary information to help the application for this qualification for NCQF Registration.

**For Official Use Only:**

<b>CODE (ID)</b>			
<b>REGISTRATION STATUS</b>	<b>BQA DECISION NO.</b>	<b>REGISTRATION START DATE</b>	<b>REGISTRATION END DATE</b>
<b>LAST DATE FOR ENROLMENT</b>		<b>LAST DATE FOR ACHIEVEMENT</b>	