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		Issue No.	01
		Effective Date	04/02/2020

SECTION A: QUALIFICATION DETAILS															
QUALIFICATION DEVELOPER (S)			Botswana Open University												
TITLE		Executive Masters in Business Administration								NCQF LEVEL		9			
FIELD		Business, Commerce and Management Studies			SUB-FIELD		Business Administration			CREDIT VALUE		262			
New Qualification								Review of Existing Qualification						✓	
SUB-FRAMEWORK			General Education					TVET					Higher Education		✓
QUALIFICATION TYPE		Certificate	I	II	III	IV	V	Diploma	Bachelor						
		Bachelor Honours			Post Graduate Certificate			Post Graduate Diploma							
		Masters					✓	Doctorate/ PhD							
RATIONALE AND PURPOSE OF THE QUALIFICATION															
<p>RATIONALE:</p> <p>The Executive Master of Business Administration (EMBA) Degree is an internationally highly recognised Business Degree that prepares learners to plan, organise, control, and manage essential business functions. The importance of Business Administration to the Botswana Economy is as espoused in the National Development Plan (NDP 11) and the Vision 2036. Botswana through Vision 2036 aims at achieving the pillars of Sustainable Economic Development and Human and Social Development. The two pillars emphasise transformation to a knowledge-based economy that would enable citizens to globally compete in driving economic growth and diversification. There is need to therefore develop skills, competences and experts who will drive this transformation.</p>															

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The Human Resource Development Council (HRDC) report (HRDC, 2016) identified the need for different types of Managers (Research and Development Managers, Finance Managers, Project Managers, Small Business Managers, Energy Managers) and several professions (that would benefit from an executive business administration qualification) as top priority areas with skills gap that needed to be addressed in the country. In addition, the needs assessment conducted through the Commonwealth of Learning also identified the need for the post graduate executive qualification in Business Administration to close the gaps in the labour market. The EMBA curriculum is structured around 12 core courses, which are designed to map the contextual landscape in which businesses operate and to offer learners the fundamentals of management and business acumen which integrates this learning into a holistic framework that is sensitive to the key challenges facing business today. The Executive Master of Business Administration (EMBA) Degree is to educate and train learners, especially working professionals, who can contribute to the development of knowledge such that they are prepared for advanced professional employment, with the capacity for critically aware and innovative leadership in the field of Business Administration. This qualification is offered to meet the demand for postgraduate management and Business administration education. The qualification objectives enable learners to obtain a reputable internationally recognized Masters 'degree in Business administration, contributing to their professional growth and career advancement, and to their countries' development.

PURPOSE:

The primary purpose of the Executive Master of Business Administration (EMBA) Degree is to educate and train learners, especially working professionals, who can contribute to the development of knowledge such that they are prepared for advanced professional employment, with the capacity for innovative leadership in the field of Business Administration. The Executive MBA qualification offered in the Commonwealth - to meet the demand for postgraduate management and Business administration education. The qualification objectives enable Learners to obtain a reputable internationally recognized qualification in the field of Business administration, contributing to their professional growth and career advancement, and to their countries' development.

The qualification prepares learners to have Knowledge skills and competences to be able to.

- Plan, organise, control, and manage essential business functions.

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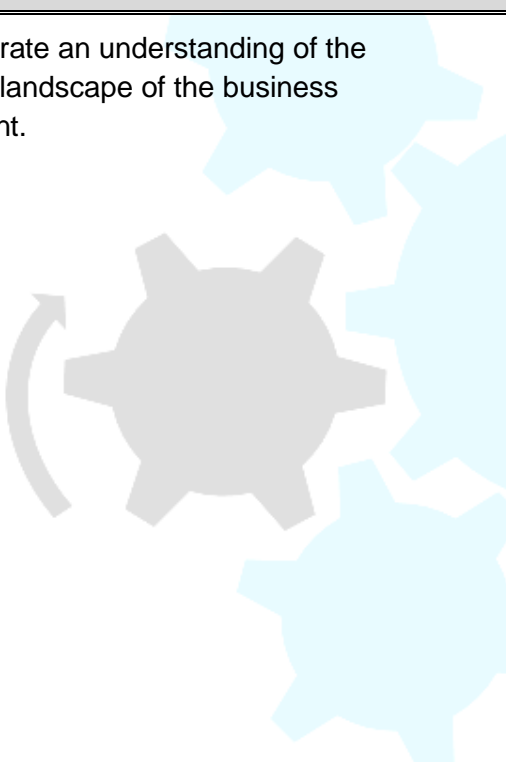
- Organise activities in an organisation responsibly and effectively as individuals or teams through planning and the use of appropriate information communication technology.
- Evaluate social and conceptual leadership capabilities towards innovation and organizational effectiveness.
- Integrate skill of implementing management practices effectively in organisational realities.
- Apply advanced leadership and management skills in cultural and ethical responsiveness across a range of social context.
- Develop innovative solutions to organizational challenges by drawing on leadership and management theories and methodologies.
- Use qualitative and quantitative methods as well as philosophical enquiry in decision making.
- Apply the acquired skills, theories, concepts and methods appropriately with high levels of professional responsibility in the organisational context that they operate in.
- Carry out original research to internationally recognized standards involving a high order of skill in analysis and critical evaluation aimed at solving real world problems.

ENTRY REQUIREMENTS (including access and inclusion)

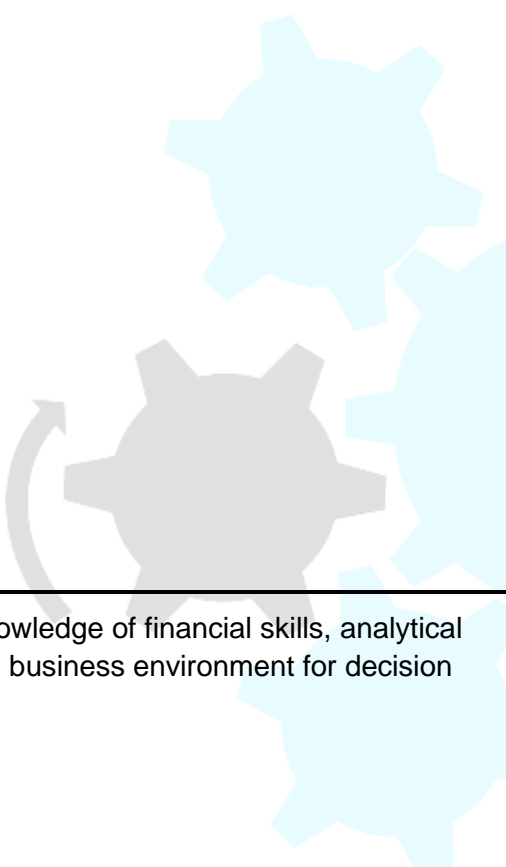
Applicants should have the following:

- Relevant and related undergraduate degree with at least a 60% overall Pass.
- An Honours Degree, at NCQF level 8 or A Post Graduate Certificate/Diploma at NCQF level 8.
- Applicants who do not meet the requirements above may be considered through RPL and CAT policies for access and inclusion as per BQA/ national policy.


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SECTION B QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
<p>1. Demonstrate an understanding of the contextual landscape of the business environment.</p> 	<p>1.1 Demonstrate an understanding about complex theory, holistic management, and managerial diversity.</p> <p>1.2 Show specialised knowledge on the networked economy and value-based leadership.</p> <p>1.3 Demonstrate the ability to apply appropriate theoretical frameworks and diagnostic tools that support responsible management, diversity management and management of learning.</p> <p>1.4 Demonstrate an understanding of the cognitive limitations and judgements is applied, and how social, cultural, and psychological forces influence judgment and decision-making.</p> <p>1.5 Explain cross-cultural differences in judgement and decision-making (in interpersonal and group situations) at the workplace.</p> <p>1.6 Analyse economic, social, political, and environmental trends and their inter-relationship at various spatial scales.</p> <p>1.7 Use strategic thinking about the purpose of business and companies' relationships to shareholders and stakeholders.</p>
<p>2. Demonstrate accountability and responsibility in own work.</p>	<p>2.1 Use appropriate methodology, techniques, and tools to analyse one's personal development path that clearly demonstrates thinking through their short-term, and long-term personal goals.</p> <p>2.2 Demonstrate operating independently and take full responsibility for own work.</p>

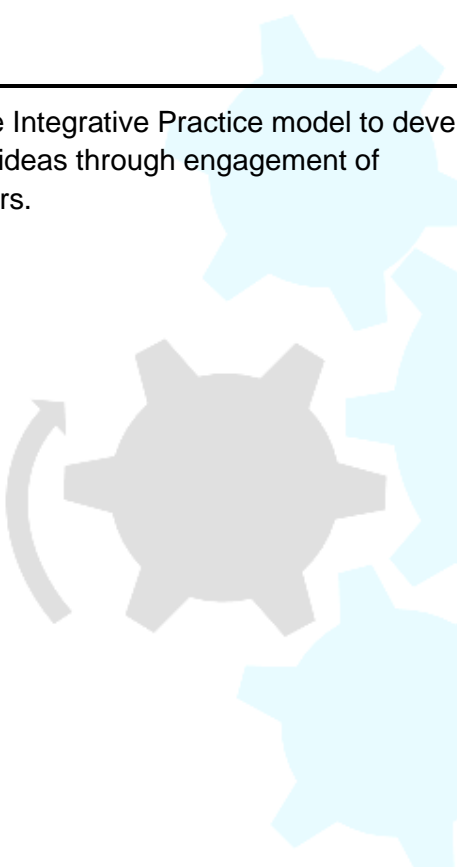
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	<p>2.3 Present a thorough understanding of the current complex situation of the world economy and the various challenges faced by developed and emerging economies.</p> <p>2.4 Evaluate relevant microeconomic concepts about markets, prices, and agents and the relevance of this for businesses.</p> <p>2.5 Interpret the workings of a modern macro economy and the consequences of any intervention (e.g., by government) on business.</p> <p>2.6 Demonstrate an awareness of the need to look forward and the ability to apply methods of achieving the framework for a modern macro economy.</p>
	<p>3. Apply knowledge of financial skills, analytical skills in the business environment for decision making.</p> <p>3.1 Outline the nature, purpose, and history of accounting.</p> <p>3.2 Demonstrate knowledge and understanding of the underlying accounting conventions and concepts.</p> <p>3.3 Identify the purpose of Generally Accepted Accounting Principles (GAAP) and the role and purpose of the International Accounting Standards Board.</p> <p>3.4 Analyse the firm's financial position, return and risk using the financial statements.</p> <p>3.5 Differentiate between cash flow and accounting earnings as an indicator of a firm's performance.</p> <p>3.6 Demonstrate understanding of the threefold use of accounting information for: financial reporting, decision making and control and the different information requirements of each.</p>

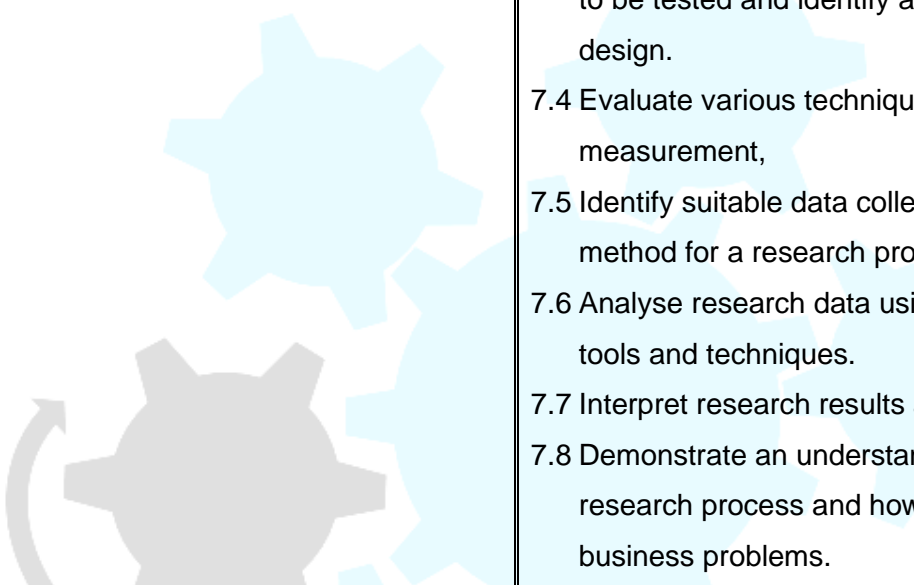
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<p>4. Analyse socio-economic problems, relevant theories and skills to arrive at management solutions.</p> 	<p>4.1 Consolidate problem-solving, presentation, and team-working skills and develop confidence in ability to apply marketing theory in business practice.</p> <p>4.2 Solve linear equations and simultaneous linear equations (with application to supply, demand, break-even and budget constraints);</p> <p>4.3 Apply non-linear functions; and understand the roles of differentiation and integration in modelling (with application to optimisation, elasticity, surplus, growth rate and marginal cost).</p> <p>4.4 Describe leadership and management skills appropriate for different environments.</p> <p>4.5 Demonstrate understanding of the concepts and theories in operations management within multiple contexts.</p>
<p>5. Apply management techniques, theories and skills for decision making in the organisation context.</p>	<p>5.1 Apply critical thinking to evaluate the relevance of new managerial and leadership theories and their practical application in complex organisational situations.</p> <p>5.2 Evaluate and understand the nature of theory building in management and, the soundness of managerial theories and management practices.</p> <p>5.3 Demonstrate understanding of varying models of decision-making and how these relate to data, analysis, and extant research, and applying appropriate techniques and practices (such as frameworks, protocols, checklists, or policies).</p> <p>5.4 Model cause-effect relationships and considering probabilities in framing and making decisions in professional organisational practices.</p>

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	<p>5.5 Appreciate appropriate methods for measuring diverse forms of variables pertinent to organisational practices.</p>
<p>6. Apply the Integrative Practice model to develop innovative ideas through engagement of stakeholders.</p> 	<p>6.1 Identify challenges and opportunities for integrating sustainability concerns into organisational strategies and culture.</p> <p>6.2 Demonstrate a clear understanding of the specialised concepts and theories related to Business Model Innovation</p> <p>6.3 Demonstrate an understanding of the importance of project management.</p> <p>6.4 Apply the appropriate project management tools in the job scope and time management of projects.</p> <p>6.5 Apply the principles of cost management to manage projects within budget.</p> <p>6.6 Develop effective quality, culture and practices in project management and assess the compliance.</p> <p>6.7. Evaluate a project from a process perspective – initiating, planning, executing, controlling, and closing.</p> <p>6.8 Implement portfolio management plans to facilitate the management of multiple projects.</p> <p>6.9 Plan for the eventual completion and wrap up of projects.</p>
<p>7. Conduct an independent research study to arrive at management decisions.</p>	<p>7.1 Describe the process of conducting business research.</p> <p>7.2 Appraise various types of research and the role of research in various fields of business decision making.</p>

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	<p>7.3 Formulate research problems in terms of hypotheses to be tested and identify an appropriate research design.</p> <p>7.4 Evaluate various techniques of data collection and measurement,</p> <p>7.5 Identify suitable data collection and measurement method for a research problem.</p> <p>7.6 Analyse research data using appropriate statistical tools and techniques.</p> <p>7.7 Interpret research results and formulate conclusions.</p> <p>7.8 Demonstrate an understanding of the business research process and how it can be applied to solve business problems.</p>
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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total (Per Subject/ Course/ Module/ Units)
		Level [7]	Level [8]	Level [9]	
FUNDAMENTAL COMPONENT <i>Subjects/ Courses/ Modules/Units</i>					
CORE COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Managing Information Systems			13	13
	Management in Organisations			13	13
	Managing Human Resources			13	13
	Operations Management			13	13
	Economic Environment of Business		13		13
	Quantitative Techniques			13	13
	Marketing Management			13	13
	Accounting and Finance			13	13
	Quality Management			13	13

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	Strategic Management			13	13
	Research Methods			13	13
	Dissertation/Research project			80	80
ELECTIVE/ OPTIONAL COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Choose any 3				
	Electronic Commerce			13	13
	Managerial Economics			13	13
	Policy Analysis and Implementation			13	13
	Contemporary Administrative Systems			13	13
	Project Management			13	13
	Public Systems Management			13	13
	Disaster Management			13	13
	Corporate Finance			13	13
	International Marketing			13	13
	Business Ethics			13	13
	<i>Business for Sustainable Development</i>			13	13

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	Credit Value
8	13
9	249
TOTAL CREDITS	262
Rules of Combination: (Please Indicate combinations for the different constituent components of the qualification)	
Rules of Combination Core Component – 223 CR Elective Component – 39 CR TOTAL = 262 CR	

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ASSESSMENT ARRANGEMENTS

This qualification is assessed as follows

Integrated Assessment:

Because assessment practices must be open, transparent, fair, valid, reliable and ensure that no learner is disadvantaged in any way whatsoever, an integrated assessment approach is incorporated into the qualification. Both for formative and summative assessment processes are monitored during the qualification and to determine competence at the end of the qualification.

Formative assessment (40%):

Learners are continuously assessed through internal assessment.

Summative assessment (60%):

Integrated assessment, focusing on the achievement of the exit-level outcomes, will be done by means of a written examination at the end of every module.

MODERATION ARRANGEMENTS

Internal moderation requirements

Assessment and moderation will be administered by BQA accredited individuals or equivalent.

External moderation requirements

External moderation is a final check, by external subject experts, that the examination and marking is at the right standard for the type and level of the qualification. External moderation exercise may lead to a decision to change marks. Each sub-field will have a Substantive External Examiner.

RECOGNITION OF PRIOR LEARNING

For purposes of exemption, provisions of recognition of prior learning (RPL) will be upheld as follows. A student may, in approved cases, be exempted from certain courses provided that the student shall have successfully completed approved courses elsewhere, and that the student shall be required to complete, at least, 66% of

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the qualification courses with the offering institution. The syllabus of the institution from which the student completed the course must be equivalent in content to, at least, 80% of the course being applied for exemption.

CREDIT ACCUMULATION AND TRANSFER

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

The courses are designed in such a way that examples and case studies ought to be applied to the workplace. The end-of-qualification dissertation is workplace related.

As reflected in the qualification learning outcomes, it is anticipated that majority of the graduates will start new businesses or help grow existing businesses. The aim is to achieve self-employment. In an environment where the job market is shrinking. Graduates could also be employed in large business enterprises, in non-profit organizations, and in government service.

Learning Pathways

The qualification enables learners to articulate both horizontal and vertical as follows:

Horizontal Articulation:

- Master of Administration, at BNCQF Level 9
- Master of Administration in Management, at BNCQF Level 9
- Master of Administration in Human Resources Management, at BNCQF Level 9
- Master of Administration in Labour Relations Management, at BNCQF Level 9
- Any Master's degree in related business related specialisations, at BNCQF Level 9

Vertical Articulation:

Learners may progress to do degrees at Doctoral level of their choice in areas related to Business. However, guaranteed admission to any higher qualification is at the discretion of the University.

- PhD/Doctor of Administration, at BNCQF Level 10.
- PhD/DCom/Doctor of Administration in Management or related specialisations, at BNCQF Level 10.

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Employment Pathways

- Chief Executive Officers
- Chief Operating Officers
- General Managers
- Business Managers
- Leaders in both Private and Public Sector
- Executive Directors
- Consultant
- Finance Manager
- Marketing Manager
- Researcher
- Strategy Manager/Director
- Operations Manager, Supply Chain Manager or Logistics Manager
- Entrepreneur

QUALIFICATION AWARD AND CERTIFICATION

Those students who meet all the qualifications criteria will be awarded degree of the Executive Master of Business Administration.

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 core and electives modules and passed examinations in accordance with regulations set by the Faculty/School. The Executive Master of Business Administration Degree will be awarded to candidates who have obtained a minimum of 262 credits.

REGIONAL AND INTERNATIONAL COMPARABILITY

Summary of Similarities and Differences Observed

This qualification generally compares well with all the qualifications studied since the exit-level outcomes cover similar scope and have more depth and are aligned to exit-level descriptors typical of this level and type

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of qualification as done within the region and beyond as well as competencies required for registration with recognized Universities for master's degrees at level 9.

The duration of the qualification is the appropriate and all the comparable EMBA qualifications have got a dissertation component. The difference is on the qualification content and modules. The Executive masters in business administration qualifications has more content (23 modules) and relevant modules than the other comparative qualifications and hence is relatively offers a higher emphasis on the development of competencies in business administration at NCQF level 9. The EMBA qualification benefits from multifaceted intercountry qualification development procedures. In addition, the EMBA qualification has new and relevant curriculum that would equip an EMBA graduate after the advent of the 4th Industry Revolution and the need for sustainable development.

REVIEW PERIOD

The qualification shall be reviewed every 5 years or as required, guided by both the offering institution's and the international consortium's policies.