SECTION A:	QUALIFICATION DETAILS		

QUALIFICATION DEVELOPER (S)	Botswana Open University		

TITLE	Bachelor of Commerce (Human Resources Management and Industrial Relations)		NCQF LEVEL	7

FIELD	Business, Commerce and Management Studies	SUB-FIELD	Human Resource Management	CREDIT VALUE	392

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

RATIONALE:

The rationale for the introduction of Bachelor of Commerce (B Com) Human Resource Management and Industrial Relations was informed by the HRDC survey of 2019 (Priority skills and employment trends) which found that People Management (HRM), Organisational Development, and Management & Organisation Analysts are critical for skills needed for future skills. Botswana's National Development Plan (NDP11) states that

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education and training are prerequisite for a productive and competitive workforce through initiatives like research, innovation, capacity building, workplace and lifelong learning as part of human resource development. These skill areas are sufficiently covered in this B. Com in Human Resource Management. It also adequately covers a wide range of knowledge and skills in contemporary human resource and management functions and processes including organisational leadership, Information and Communication Technology, change management, strategic management, corporate governance, diversity, ethics, competencies which are critical for efficient and effective management of diverse workforce in the 21st century workplace to produce graduates have a number of career options as a Human Resource Practitioner depending on their interest and work specialisation. These options include Personnel Administration and Management; recruiting and selection of staff for businesses; Human Resource Trainers for specialist work skills; working on organisational structures and reward schemes; re-aligning organisational structures due to internal and external changes; guiding the performance management systems; managing stress situations amongst staff members or acting as Industrial Relations Specialists liaising with the (Country needs, HRDC surveys, knowledge-based economy, skills gap).

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

- Manage human resource and employee welfares.
- Manage compensation and remuneration administration.
- Train human resource.
- Re-align organisation structures.
- Manage organisation change.
- Manage performance management systems.
- Solve labour disputes.

ENTRY REQUIREMENTS (including access and inclusion)

- *Certificate IV, NCQF level 4 (General Education)*
- *Candidates with Diploma (level 6) in a related field may be considered through Recognition of Prior Learning in accordance with applicable policies.*

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

SECTION B	QUALIFICATION SPECIFICATION

GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Demonstrate knowledge and critical understanding of key concepts, methodologies, current trends, theoretical approaches and assumptions in the business discipline.	1.1 Apply the interdependence of various functional areas of business to achieve organisational success. 1.2 Develop strategies that will achieve organisational goals through integration of business methodologies that assess costs, risks, disputes, industrial relations, benefits, and emerging technology trends. 1.3 Evaluate human resource policies, procedures, and programmes related to the human resources functional areas.
2. Demonstrate knowledge of the major fields of Human Resource and how the field may intersect with fields in related general management.	2.1 Assess resource allocation decisions that influence sustainability practices and drive economic, social, cultural and environment. 2.2 Plan, implement, and evaluate human resource plans to ensure alignment with organisational goals.
3. Demonstrate detailed knowledge of and experience in research in an area of management.	3.1 Analyse business opportunities both locally and internationally. 3.2 Analyse qualitative and quantitative data from a variety of sources to support business decisions. 3.3 Critically evaluate sources of data to support business effective problem solving. 3.4 Evaluate required numerical and financial data for projecting the impact of human resources plans.
4. Apply critical thinking and analytical skills inside and outside the discipline.	4.1 Enhance business opportunities by incorporating external variables into various business decision models. 4.2 Evaluate sources information to support business decisions through effective problem solving and logical reasoning.
5. Evaluate the appropriateness of different approaches to solving problems using well established ideas and techniques.	5.1 Critically evaluate quality of information gathered from a variety of sources to effective problem solving in human resource management. 5.2 Appraise professional, ethical, and legal codes of conduct. 5.3 Develop strategies, including policies, procedures, and

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			programmes, to foster positive employee relations.
6.	Analyse accurately and reliably, orally and in writing, to specialist and non-specialist audiences using structured and coherent arguments.	6.1	Communicate information, arguments, and analysis accurately and reliably for the message, audience, and purpose.
		6.2	Perform effectively and efficiently within groups or teams, demonstrating leadership, team building, conflict resolution, negotiating and influencing skills.
7.	Evaluate quantitative and qualitative information to develop lines of argument.	7.1	Assess the unique business needs of organisations of various sizes.
		7.2	Analyse the overall financial performance of an organisation.
		7.3	Analyse and evaluate required numerical and financial data for projecting the impact of human resources plans.
8.	Apply underlying principles concepts, principles, and techniques of analysis, both within and outside discipline.	8.1	Manage training and organisational development and change initiatives to support organisational effectiveness.
		8.2	Establish and manage systems and processes to collect and safeguard human resources information.
		8.3	Develop strategies that will achieve organisational goals through integration of business methodologies.
		8.4	Develop strategies, including policies, procedures, and programmes, to foster positive employee relations.
9.	Demonstrate knowledge of industrial relations in the creative process to solve workplace conflicts.	9.1	Develop strategies that will achieve organisational goals through integration of business methodologies that assess costs, risks, disputes, industrial relations, benefits, and emerging technology trends.
		9.2	Develop policies, procedures, and programmes, to mediate disputes/grievances in unionized and non-unionized environments, to facilitate arbitration, and to negotiate collective agreements.
10.	Initiate and undertake critical evaluation of workplace health and safety.	10.1	Assess workplace health and safety practices to ensure practices meet legislative requirements.
		10.2	Evaluate human resource plans to ensure alignment with organisational goals.
11.	Apply knowledge of training and development for employees to enhance	11.1	Design personal learning plans and integrate lifelong learning strategies into current and future

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workplace performance.	development goals.
	11.2 Develop mechanisms to foster positive employee relations, to mediate disputes/grievances in unionized and non-unionized environments, to facilitate arbitration, and to negotiate collective agreements.

SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	**TITLE**	**Credits Per Relevant NCQF Level**			**Total (Per Subject/ Course/ Module/ Units)**
		Level [6]	**Level [7]**	**Level [8]**	
FUNDAMENTAL COMPONENT *Subjects/ Courses/ Modules/Units*	Communication for Academic Purposes	6	7		15
	Introduction to Entrepreneurship	6			15
	Principles of Economics	6			15
	Business Information Systems	6			15
	Introduction to Accounting	6			15
	Principles of Management	6			15
CORE COMPONENT *Subjects/Courses/*	Business Law		7		15
	Business Statistics		7		15
	Principles of Marketing	6			15

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Modules/Units	Labour Economics		7		18
	Financial Management		7		15
	Corporate Governance	7	7		15
	Human Resource Development	7	7		18
	Compensation and Reward Systems	7	7		18
	Strategic Human Resource Management	7	7		18
	Organisational Behaviour	7	7		18
	Human Resource Management	7	7		18
	Organisational Development	7	7		18
	Leadership in Organisations	7	7		15
	Labour Law	7	7		18
	Negotiation in Conflict Management	7	7		15
	Industrial Relations	7	7		18
	Research Methods	7	7		15
	Final Project	7	7		20
ELECTIVE/ OPTIONAL COMPONENT					

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Subjects/Courses/ Modules/Units					

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	*Credit Value*
6	*105*
7	*267*
TOTAL CREDITS	*392*

Rules of Combination:

(Please Indicate combinations for the different constituent components of the qualification)

The programme consists of 3 (Three) Fundamentals and 4 (Four) Core courses as follows:

(I). 7-Fundamentals Credits Values 105

(II). 17 Cores each? Credits Values 287

The total credit qualification is 392 credits.

ASSESSMENT ARRANGEMENTS

The proposed programme will be assessed as follows:

1). Formative Assessment: 30%

2). Summative Assessment: 70%

To be awarded a pass in each course, a student must obtain a minimum of 50% marks.

MODERATION ARRANGEMENTS

- There will be both Internal Moderation and External moderation

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- Moderation for assessment shall be carried out by BQA accredited moderators.
- Moderation will be done in accordance with the institutional policies and in line with the national policy.

RECOGNITION OF PRIOR LEARNING

The University has an RPL department with a sound RPL policy and all related matters will be referred to the RPL department.

RPL will be supported by Institutional Policies in line with National Policy on RPL.

CREDIT ACCUMULATION AND TRANSFER

There will be provision for awarding this qualification through CAT in accordance with national and institutional policies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathway

*Horizontal articulation***:**

- Bachelor of Arts in Human Resource Management.
- Bachelor of Public Administration.
- Bachelor of Arts in Industrial Psychology.
- Bachelor of Arts in Organisational and Labour Studies.
- Bachelor of Business Administration.

Vertically articulation:

- Bachelor of commerce (Honours) in Human Resource Management and Industrial Relations.
- Bachelor of commerce (Honours) in Business Management.
- Bachelor of business Administration (Honours).
- Master's in business management.
- Master's in International business management.
- Master's in commerce.

Diagonal articulation:

- Master's in public administration
- Master's in strategic management

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Employment pathways

Graduates will have requisite competencies and attributes to work as:
- Human Resource Practitioner
- Personnel Management/Administration
- Industrial Relations Specialist
- Business Analyst
- Management/Business Consultant

QUALIFICATION AWARD AND CERTIFICATION

Candidates meeting the prescribed requirement of 392 credits will be awarded B.COM -Humana Resource Management and Industrial Relations, in accordance with the institutional Standards prescribed for the award of the qualification and applicable policies.

REGIONAL AND INTERNATIONAL COMPARABILITY

Regional Comparability

A comparative analysis was conducted between the University of South Africa (UNISA) and North-West University. The duration of the proposed qualification generally compares well with all the benchmarked qualifications from these Institutions.

North-West University, the following similarities were observed as follows:

Assessment- There is Formative as well as Summative assessment at the end of each semester, which constitute final marks for each course: Assignment or Continuous Assessment is weighted at 40% and Summative Assessment at 60%. In addition, learner must obtain in each course a minimum of 50% marks to be awarded a Bachelor of Administration in Human Resource Management. Employment path indicated is similar and comparable to other institutions. The programme structure and content coverage and depth are like the proposed programme, and Title of Qualification, NQF Level is Bachelor of Administration in Human Resource Management. The programme duration is 4 years, which is like both this qualification and the one from University of South Africa NQF 7 level.

Differences observed: The exit outcomes cover similar scope and depth but differs favorably in terms of the minimum duration UNISA. National Qualification Framework (NQF) 8 level for Bachelor of Administration in

Human Resource Management was indicated in the case of UNISA.

North-West University - Similarities is quite evidenced in the following areas:

Programme Structure is divided into Two Semesters. Each Semester consists of 6 compulsory modules with each module having a minimum of Credit Values of 12 to 15. In total there are 120 Credit Values for the entire programme, with project work / dissertation having 60 credits. There is also a field visit to covered in one of the courses (Modules) and learners must submit a report to be marked, which constitute part of summative assessment, which is Research Project under the proposed programme. The assessment is divided into Formative and Summative.

The differences observed between University of South Africa and the qualification being developed is follows:

The difference is the proposed qualification is tailor made to the Botswana context environment to cater for those students who may opt for either pure HRM or Industrial Relations. The assessment methods of the benchmarked institutions slightly differ in the sense that they are generally stated and consist of both formative and summative assessment in the ratio of 40 percent formative and summative 60 percent, combined is equivalent to 100 percent, while this qualification share similar structure except that formative is 30 percent while summative is 70 percent. The proposed qualification is a uniquely structured to develop career-ready practitioners and those who may have future management responsibilities in the field of study, training in a holistic approach towards Human Resources Management and Industrial Relations and be able to effectively develop and deliver organisation relevant strategies in human resource and business management in government, state owned enterprises, and business organisations. This qualification will be the first in Botswana and it will close the gap of skill shortage in areas of Human Resources Management related field, in the job instruction and strategic human resources management which are critical for component for people management in today's competitive world of work. This qualification is made up of taught modules and compulsory dissertation project.

International Comparability: University of Wollongong, Dubai (United Arab Emirates):

Similarities:

Bachelor of Commerce in Human Resource management with Credit value: not stated. The programme duration is duration is 4 years very similar to the one being developed.

Difference observed:

Major courses are having Credit values of 6 while the qualification being developed has credit values of 15. Tests, Assignment, Case study and Examination are used as means of the assessment, while Botswana Open University, North-West, AND University of South Africa, the mode of assessments is structured as assignments and Examination. The proposed qualification follows the same articulation and structure like other regional and international qualifications.

The difference is the proposed qualification is tailor made to the Botswana context environment. The assessment methods of the benchmarked institutions slightly differ in the sense that they are generally stated, but the learning domain are not matching. The proposed qualification is a uniquely structured to develop career-ready practitioners and those who may have future management responsibilities in the field of study, training in a holistic approach towards disaster management, and be able to effectively develop and deliver organisation relevant strategies in human resource and business management in government, state owned enterprises, and business organisations. This qualification will be the first in Botswana and it will close the gap of skill shortage in areas of Business Management related field, in the job instruction and strategic human resources management which are critical for component for people management in today's competitive world of work. This qualification is made up of taught modules and compulsory project/dissertation to be submitted by each student.

REVIEW PERIOD

5 years review period.

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