SECTION A:	QUALIFICATION DETAILS				
QUALIFICATION DEVELOPER (S)	University of Botswana				
TITLE	Master of Public Administration (Human resource Management)			**NCQF LEVEL**	9
FIELD	Humanities and Social Sciences	**SUB-FIELD**	Public Administration- Human Resource Management	**CREDIT VALUE**	240

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 Master of Public Administration (Human Resource Management) addresses, directly, the NDP 11's theme of *"*Inclusive Growth for the Realisation of Sustainable Employment Creation and Poverty Eradication*"* specifically the goal to attain of one of the six national priorities - human capital development.

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

The Master of Public Administration (Human Resource Management) responds to Botswana Education and Training Sector Strategic Plan (ETSSP 2015-2020)'s objective to create a 'diversified, knowledge-based economy through a planned and careful development of human capital, refocusing education and training towards fulfilment of social and economic aspirations. Explicitly, the qualification addresses the ETSSP's 'intend to strengthen the match between qualifications and labour market requirements, thereby ensuring that education outputs are more closely aligned to future employment needs.

The qualification will also meet the requirements of Pillar 2 of Vision 2036 on human resource development which states that 'by 2036, Botswana will be a moral, tolerant, and inclusive society that provides opportunities for all. For easy execution the pillar will be looking into different sectors which includes spiritual wellbeing, culture, strong family institution, health and wellness, social inclusion and equality, education and skills development, gender equality, the youth and children's wellbeing'.

The qualification is designed to meet the human resource management intellectual and professional development needs of middle to senior level staff in the public and private sectors. It integrates theory and practice in enhancing understanding, knowledge, and skills essential to the management and leadership of public organisations. The qualification explores contemporary human resource management issues and dilemmas locally, regionally, and globally. The emphasis is on key disciplinary and interdisciplinary perspectives on human resource management that can be clustered as functions, roles, employment legislation, policies, programs, and practices. The aim throughout the qualification is to encourage debate and provide comparative insights in addressing the dynamics of continuity and change in human resource management.

PURPOSE:

The purpose of this qualification is to produce graduates with knowledge, skills, and applied competences to:
- Manage human capital and specifically the functions and roles in leadership in organisations, organisational structures and management, employment legislation, policies, programmes, and practices.
- Resolve human resource challenges in the ever-evolving nature of modern organisations and the dynamic environments.
- Formulate, implement, monitor, and evaluate evidence based public policies affecting human resource management.

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- Combine theory and practice in order to address managerial challenges, analyse contemporary issues of human resource management, and reflect critically on one's own professional practice.

ENTRY REQUIREMENTS (including access and inclusion)

1   The minimum entrance requirement shall be NCQF Level 7 Bachelor's degree in the Social Sciences or equivalent.

2   Recognized prior learning, work experience, and transfer of credits from comparable institutions in areas covered by the qualification will be taken into account as per the ETP and national policies.

SECTION B	QUALIFICATION SPECIFICATION

GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1 Demonstrate a critical understanding of the operation of human resource management across the world.	1.1 Compile a logical grouping of different types of human resource management systems globally. 1.2 Distinguish between generic functions of human resource management from those of other sectors.
2 Apply human resource management functions, roles, employment legislation, policies, programs and practices.	2.1 Trace how political developments influence the structures and form of human resource management functions, roles, employment legislation, policies, programs and practices. 2.2 Trace how global economic developments impact the roles and functions of human resource managers. 2.3 Evaluate how different legal systems give rise to varied arrangements of human resource

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			management functions, roles, employment legislation, policies, programs and practices.
3	Demonstrate advanced knowledge on theories, approaches, and models of human resource management.	3.1	Organize the different theories of human resource management.
		3.2	Apply different theories to different polities and organizations.
		3.3	Trace the evolution of human resource management laws.
		3.4	Compile the different systems of human resource management legislation, policies, programmes and practices.
4	Apply theories concepts and research methods in investigating and analyzing the complexities and challenges of human resource management.	4.1	Identify the different theories guiding human resource management systems.
		4.2	Analyse how varied theories of human resource management influence institutions in different geographies.
5	Combine theory and practice in order to address contemporary issues of human resource management challenges.	5.1	Develop relevant models for different human resource management circumstances.
		5.2	Reflect how different institutional arrangements arise from different theories.
		5.3	Evaluate the prevailing theories that guide human resource managers in resolving contemporary challenges.
6	Develop creative and pragmatic solutions to a range of human resource management challenges.	6.1	Identify potential challenges to human resource management.
		6.2	Generate solutions to human resource management challenges in a participatory

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			approach enhancing democracy and accountability at the workplace.
		6.3	Undertake research on contemporary issues in human resource management.
7	Work with stakeholders to effect change based on evidence, research, and analysis.	7.1	Analyse research output relevant to human resource management.
		7.2	Deploy research evidence as basis of human resource policy formulation.
		7.3	Communicate research output and policy positions to different stakeholders.
8	Advance human resource management practice through participation in research.	8.1	Investigate the nature and impacts of institutional and environmental challenges.
		8.2	Review and contribute to relevant legal amendments.
		8.3	Advocate for legal and policy positions on the basis of research evidence.
9	Address the key debates and thinking in emerging human resource management discourses.	9.1	Contribute to professional publications on human resource management.
		9.2	Identify the most significant current problems facing human resource management practitioners locally and internationally.
10	Adapt to new situations and reflect upon professional practice in order to most effectively address challenges.	10.1	Identify emerging trends and challenges in human resource management.
		10.2	Generate and evaluate different options of responding to specific challenges.
11	Deploy interpersonal and communication skills necessary to a range of professional activities.	11.1	Write reports and communiques for different stakeholders.
		11.2	Effectively communicate with different stakeholders in crisis and conflict situations.

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		11.3	Work with various teams to commonly generate solutions.
		11.4	Advocate and lobby for human resource management policy to internal and external stakeholders.
12	Draw upon an extensive repertoire of advanced professional skills.	12.1	Negotiate from different perspectives.
		12.2	Involve stakeholders in decision making on issues affecting them.
		12.3	Generate a strategic human resource management plan for an organization.
		12.4	Contribute to and operate within acceptable ethical standards.
13	Work harmoniously with others, and lead in challenging environments.	13.1	Work with individuals possessing opposing viewpoints.
		13.2	Cooperate with others in a team.
		13.3	Contribute to solutions regarding human resource management.
		13.4	Promote diversity at the workplace.
14	Formulate, implement, monitor, and evaluate evidence based public policies affecting human resource management.	14.1	Review existing policies to ensure continued relevance.
		14.2	Identify research relevant for policy input.

SECTION C	QUALIFICATION STRUCTURE		
	TITLE	*Credits Per Relevant NCQF Level*	*Total* *(Per Subject/* *Course/*

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COMPONENT					Module/ Units)
		Level [7]	Level [8]	Level [9]	
FUNDAMENTAL COMPONENT *Subjects/ Courses/ Modules/Units*	Foundations of Public Management and Institutions			15	15
	Public Policy and Administration			15	15
	Research Methods & Computer Applications			15	15
	Economics for Development Management			15	15
CORE COMPONENT *Subjects/Courses/ Modules/Units*	Industrial Relations in the Public Sector			15	15
	Human Resource Management			15	15
	Behavior in Organizations			15	15
	Human Resource Development.			15	15
	Dissertation			120	120

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

TOTAL CREDITS PER NCQF LEVEL

NCQF Level	*Credit Value*
9	Course work (120) and Dissertation (120)
TOTAL CREDITS	*240*

Rules of Combination:
(Please Indicate combinations for the different constituent components of the qualification)
The Master of Public Administration (Human Resources Management) is composed of a total of 240 credits at NCQF level 9 and made out of course work comprising of fundamental (60 credits), core courses (60 credits), and Dissertation (120 credits).

ASSESSMENT ARRANGEMENTS
All the assessment, both formative and summative which contribute to the award of the credits for the qualification are based on the achievement of the learning outcomes at the end of the semester as per Education and Training Provider and BQA policies and standards. Formative assessments are based on the achievement of the learning outcomes. The contribution of formative assessment to the final grade is 50%. Summative assessment contributes 50% to the final grade.
MODERATION ARRANGEMENTS
Internal and external moderation is implemented in accordance with the Education and Training Provider and BQA policies and standards. Both the assessor and moderator will be duly registered by the regulatory

Authority.

RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning (RPL) for this qualification will be in line with the Education and Training Provider and National policies.

CREDIT ACCUMULATION AND TRANSFER

Credit Accumulation Transfer (CAT) for this qualification will be in line with the Education and Training Provider and National policies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal Articulation (related qualifications of similar NCQF level 9 that graduates may consider)

- Master in Research and Public Policy.

- Master of Business Administration.

- Master of Strategic Studies.

Vertical Articulation (qualifications to which the holder may progress to)

- PhD degree in Human Resource Management and other cognate areas at NCQF level 10.

Employability Pathways

(State possible jobs or employment which the holder of this qualification may take up)

- Human Resource Manager.

- Change Management Executive.

- Training and Development Manager.

- Employment Relations Executive.

- Human Resource adviser.

- Human Resource analyst.

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- Human Resource consultant.

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification

A candidate shall be eligible for the award of the qualification of Master of Public Administration- Human Resource Management at NCQF level 9 upon completion of the required 240 credits.

Certification

A candidate shall be eligible for the award of the Master of Public Administration (Human Resources Management), at NCQF level 9 upon completion of the required 240 credits in accordance with the Education and Training Provider and BQA policies.

REGIONAL AND INTERNATIONAL COMPARABILITY

Regionally, the qualification compares well with the North-West University (NWU) (http://studies.nwu.ac.za/postgraduate-studies/higher-degrees-nwu-economic-and-management-sciences) of the Republic of South Africa's Master of Administration - Human Resource Management – at NCQF level 9 with a total credits of 180.

At regional level, the proposed qualification also compares with the Cape Peninsula University of Technology (CPUT) (https://www.cput.ac.za/study/postgraduate-applications), Republic of South Africa's full-thesis Master of Human Resource Management – at NCQF level 9 a with total credits of 180.

Internationally, the qualification compares with the University of Technology Sydney (UTS) (https://www.uts.edu.au/study/find-a-course/master-human-resource-management), Master of Human Resource Management (72 credits) and the University of Auckland (https://www.auckland.ac.nz/en/study/study-options/find-a-study-option/human-resources-management.html), Master in Human Resource Management. UTS 'Master of Human Resource Management focuses on developing expertise in contemporary human resource management issues. The course is for current managers who are seeking to extend their HR knowledge and improve skills necessary to engage in decision-making at senior levels within an organisation.

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The UTS Master of Human Resource Management recognises priori learning granting 'a maximum of eight subject exemptions, of which four core subjects may be approved from prior undergraduate study'. The course is completed in 'one-and-a-half years of full-time or three years of part-time study'.

For the University of Auckland qualification, a candidate accumulates 180 NCQF level 9 credits to graduate with 60 credits from a consultancy practice or project in HRM.

Similarities

- The requirement for a research component is consistent across board.
- All qualifications can be completed in about 18 months when taken on a full-time basis.
- The exit outcomes cover similar scope and depth and are aligned to exit-level descriptors typical of this level and type of qualification.

Differences

- UTS qualification offers generous exemptions as RPL and makes some industry and internship experience requirements.
- The University of Auckland requires Consultancy Practice or Consultancy Project in HRM.
- NWU and CPUT qualifications are done through full-thesis research.
- The minimum number of Module credits for the award of qualification for UTS (72 credits) differ from the three Education and Training Providers that require 180 credits.

REVIEW PERIOD

5 YEARS

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