

QUALIFICATION SPECIFICATION							SECTION A
QUALIFICATION DEVELOPER	BOTSWANA ACCOUNTANCY COLLEGE						
TITLE	Postgraduate Diploma in Executive Management and Leadership Practice			NCQF LEVEL	8		
FIELD:	Business, Commerce and Management Studies.		SUB-FIELD	Executive Management and Leadership			
New Qualification	<input checked="" type="checkbox"/>	Review of existing qualification					
SUB-FRAMEWORK	General Education			TVET		Higher Education	<input checked="" type="checkbox"/>
QUALIFICATION TYPE	Certificate			Diploma (postgraduate)	<input checked="" type="checkbox"/>	Bachelor	
	Bachelor Honours			Master		Doctor	
CREDIT VALUE:						130	
RATIONALE AND PURPOSE OF THE QUALIFICATION							
<p>The Human Resource Development Council (HRDC) had published a catalogue of “occupations in demand” in December 2016. The report highlights the significant points that-(1) there a chronic mismatch between the skills that are in demand versus the skills that are supplied. (2) students are poorly equipped in terms of skills and competencies to take up employment and to create their own employment opportunities due to lack of relevance of curriculum to real life. This is true for critical areas such as business management and leadership. The skills of leadership and management have been identified as critical areas where development is required to ensure that the level of good governance, sustainability and performance is raised in organisations across the country (HRDC, 2016). Several government recommendations have also emphasized the need to develop leadership and management skills of employees to function effectively in the 21st Century (Government Paper No 37 of 2008; Tertiary Education Policy, 2008). Botswana Vision 2036, under education and skill development, state that the</p>							

Botswana society will be knowledgeable with relevant education that is outcome based. All of these policy papers clearly emphasise the importance of management and leadership skills development.

In a recent needs' analysis survey, the relevance and demand for a qualification in management development have been emphasised. About 85.2 % of the respondents in the survey indicated that the qualification is relevant to the human resources needs in Botswana (BAC Needs Assessment, 2019).

The Postgraduate Diploma in Leadership and Management Development has been designed to respond to the various skills needs that have been reported by the industry sector. The qualification provides current and prospective managers and leaders with a professional qualification that serve an entry criterion to the management and leadership level. This kind of professional qualification is in alignment with the job profile of leaders and managers in the public and private sector. Giampetro (1998) stresses that it is generally accepted that business enterprises that are run by good leaders thrive.

This qualification aims to empower emerging and practising managers and leaders to develop the skills, knowledge, and values needed to lead and manage effectively in the business environment and contribute toward the building of a high-performance culture across the enterprise.

Purpose of the qualification

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

- Demonstrate an understanding of the business environment and make business decisions using techniques, methodologies, and specialised knowledge in management.
- Translate business acumen and entrepreneurial thinking into strategy development and improvement in organisational performance.
- Demonstrate an understanding of key economic concepts and relate it to the business environment.

- Read and interpret financial statements to determine the financial health of an organisation and prepare and manage a budget for a department or organisation
- Utilise an understanding of market segmentation for product offering and translate digital marketing and social media insights into effective customer service management practices.
- Demonstrate an understanding of their personal leadership strengths, display ethical leadership, and development priorities and cultivate an executive presence and ability to communicate with and inspire others.

ENTRY REQUIREMENTS (including access and inclusion)

To be eligible for enrolment into the qualification, candidates should have one of the following:

- A bachelor's degree (Level 7) in Business Management or related field.

OR

- Candidates who do not meet the requirement stated above will be considered through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) in accordance with the National and ETPs RPL and CAT policies

QUALIFICATION SPECIFICATION		SECTION B
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA	
LO1: Apply management and leadership skills to support governance and administration.	1.1 Demonstrate understanding of the concepts and principles of strategic management skills, governance, and administration. 1.2 Evaluate and apply management and leadership styles and theories. 1.3 Manage resources in multi-cultural contexts 1.4 Apply best practice governance principles in a business context. 1.5 Apply the Acts, regulations and policies that are applicable to managing organizational systems. 1.6 Evaluate corporate governance models 1.7 Review personal leadership strengths and weaknesses. 1.8 Evaluate personal management and leadership practices against given criteria. 1.9 Use different leadership styles to influence the performance of the organization	
LO2: Execute sound financial decisions in business situation	2.1 Read and understand financial statements 2.2 Prepare financial reports for decision making 2.3 Conduct financial analysis for decision making	
LO3: Demonstrate the requisite skills to manage the business as an entrepreneurial organization.	3.1 Demonstrate understanding of structures and systems and how they contribute towards overall effectiveness of running an organization 3.2 Evaluate various means of problem solving and creative thinking techniques. 3.3 Demonstrate understanding of managerial performance measurements 3.4 Manage change and disruption in the business environment 3.5 Identify sources of business ideas and opportunities 3.6 Assess the viability of business ideas 3.7 Evaluate sources of business ideas and opportunity 3.8 Exhibit the entrepreneurial competences in running a business	

	3.9 Determine success of the business through application of innovative entrepreneurial competencies
LO4: Apply marketing skills in business in an organisational environment.	4.1 Appraise new trends and methodologies in Marketing. 4.2 Employ marketing methodologies and tools in business 4.3 Design marketing strategy for an organisation 4.4 design and implement digital marketing strategy for the organisation
LO5: Apply strategic business skills in an organisational environment.	5.1 Analyse economic and industry landscape in which business operate 5.2 Develop appropriate strategy based on the identified landscape 5.3 Execute and monitor strategic plan
LO6: Apply advanced knowledge of research methodologies when planning and conducting business research	6.1 Demonstrate the ability to plan and execute business research 6.2 Effectively conduct data analysis for research 6.3 Interpret data collected in business research 6.4 Apply specialized knowledge to undertake research.

QUALIFICATION STRUCTURE			
			SECTION C
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Module Titles	Level	Credits
	Introduction to the Business Environment	7	10
CORE COMPONENT Subjects / Units / Modules /Courses	Strategic Management, Leadership and Governance	8	20
	Managerial Finance	8	20
	Managing the Business as an Organisation	8	20
	Marketing Management	8	20
	Business Strategy and Industry Analysis	8	20
	Management Development Research Dissertation	8	20
	CREDITS TOTAL		
ELECTIVE COMPONENT Subjects / Units / Modules /Courses			
Rules of combinations, Credit distribution (where applicable)			
<p>The qualification consists of both a fundamental and core component, with all components compulsory. The fundamental component carries 10 credits and the core carries 120 credits. This give a total of 130 cumulative credits. The minimum duration for the qualification is 12 months. The fundamental modules can be taken simultaneous with the core modules.</p>			

ASSESSMENT AND MODERATION ARRANGEMENTS
<p>Assessment strategies Arrangements Being postgraduate level, the assessment regiment for this qualification is designed to be 100% formative (continuous assessment). Learners will develop projects and portfolio of achievements as they progress through each module. All formative or continuous assessment grades will be evaluated and a grade applied.</p> <p>Moderation Arrangements There will be internal and external moderation for the qualification. Assessors and moderators must be BQA registered and accredited. Both internal and external moderation will be done in-line with the moderation policy of the Institution.</p>

RECOGNITION OF PRIOR LEARNING (if applicable)

Recognition of Prior Learning (RPL) will be used for award in accordance with the National and ETPs RPL and CAT policies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Progression pathways create avenues of advancement. Progression is looked at in three ways, namely horizontal, vertical, and by career pathway. The horizontal progression is described in terms of the skills development within a level for capacity building to undertake other modules within the same level.

Horizontal progression

The design of the qualification and its modular execution is aimed at enabling the learner to progressively handle the academic rigour of successive modules because of the theoretical and practical interlinkages of the modules. Can articulate horizontally into Honours degree in Business Management or in any cognate field.

Vertical progression

The qualification will prepare learners better comprehend principles, concepts and theories in Management and Leadership. The depth of the qualification content and its practical emphasis is geared towards creating a desire for more learning and eagerness to take up more complex courses in Management and Leadership. Can articulate vertically into:

- Master of Business Administration (MBA)
- Master's in Business Management or cognate field.

Employment pathway

For graduates who are in various non-managerial positions, the qualification will enhance their chances of promotion within the same organization or better opportunities in other organizations due to the soundness of qualification content. The graduate may also join mainstream management jobs.

- Manager
- General Manager
- Operations Manager
- Management Consultant
- Administration Manager
- Management Coach
- Corporate trainer
- Business Strategist

QUALIFICATION AWARD AND CERTIFICATION	
<p>All candidates who successful meet the minimum credit requirements stated in the rule of combination and completed the qualification will be issued with a certificate indicating the award. The award shall be the: <i>Postgraduate Diploma in Executive Management and Leadership Practice</i>.</p>	
Final Exit Points	Award
Completion of 130 Credits	<i>Postgraduate Diploma in Executive Management and Leadership Practice</i>
NATIONAL, REGIONAL, AND INTERNATIONAL COMPARABILITY	
<p>This qualification was benchmarked with other similar qualification regionally and internationally. Regionally it was compared with a qualification from University of Stellenbosch and internationally with qualifications from Hongkong Institute of Chief Executives and London School of Business and Finance.</p> <p>Similarities</p> <ul style="list-style-type: none"> • The module Essentials of business functions and operations in this qualification is similar to the modules, Business environment, Operational effectiveness offered by the University of Stellenbosch. • Strategy and industry analysis in this qualification is similar to Business strategy and Business Strategy for Managers offered by London School of Business and Finance. • Similar modules with the Hong-Kong Institute of Chief Executives that speak to strategic management and marketing. • The exit learning outcomes are similar with the benchmarked qualifications. They provide for upskilling of managers and executives and provision of current and relevant management and leadership skills. • This qualification has slightly high credits than the benchmarked qualification. <p>Differences</p> <p>There is a slight difference is the credit value of the qualification from London School Of Business And Finance and the proposed qualification (80 and 120 respectively).</p> <p>The program articulates and compares well with the benchmarked qualifications and have contextualised modules to fit the local, regional and international environment.</p>	
REVIEW PERIOD	
<p>The qualification will be reviewed every 5 years.</p>	