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		Issue No.	01
		Effective Date	04/02/2020

SECTION A: QUALIFICATION DETAILS														
QUALIFICATION DEVELOPER (S)		BA ISAGO UNIVERSITY												
TITLE	Bachelor of Commerce in Human Resources Management										NCQF LEVEL	7		
FIELD	Business, Commerce and Management Studies				SUB-FIELD	Human Resources Management				CREDIT VALUE	482			
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>Human Resource Management has become an integral and an indispensable strategic partner in the management of employee's productivity for the achievement of sustainable organizational competitiveness in today's globalized and knowledge-based economy. Botswana's Vision 2036 envisages an efficient, vibrant, and innovative and knowledge-based economy with a skilled and internationally competitive workforce. This is to be realised through education, training and skills development. Therefore, there is need for a Human Resource Management qualification to support this aspiration and provide knowledge and skills required to manage employee training and development in a range of contexts. This qualification also reinforces Vision 2036 standpoint that investment in human capital enhances productivity, economic growth and emergency of industries.</p>														

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Botswana's National Development Plan (NDP11) states that 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 Bachelor of Commerce 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.


PURPOSE:


The proposed qualification will equip candidates with the skills and competencies to:


- Strategically attract, develop, motivate and retain a robust human capital base for organizations across all the sectors in the globalised and knowledge-based economy.
- Implement policies, programs and services that contribute to the attainment of corporate and employee goals.
- Ensure the application of the ethical issues of Human Resources in organizations.


ENTRY REQUIREMENTS (including access and inclusion)


- Candidates must have NCQF Level 4 or equivalent, with a pass in English and Mathematics. A pass in any other business-related subject will be an added advantage.
OR
- Candidates who do not meet the minimum academic qualifications stated above will be considered through Recognition of Prior Learning (RPL) process which shall be administered according to the National RPL Policy. There will also be provision for Credit Accumulation Transfer to the learner in a case they are transfer in from another institution as per National Policy on CAT.


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SECTION B QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
<p>1. Apply specialized knowledge and skill in strategically managing human resources in the 21st century.</p> 	<p>1.1 Identify different human resource management roles and functions in the 21st century organizational contexts</p> <p>1.2 Align strategically organizational needs to complex external environments</p> <p>1.3 Analyze the role human resources in gaining and sustaining competitive advantage</p> <p>1.4 Adjust the organization's human resources needs to the environmental changes</p> <p>1.5 Design human resources strategies for managing diversity</p> <p>1.6 Formulate and implement HR policies, processes and practices that support organization's vision, mission and values</p>
<p>2. Implement effective selection and retention strategies within an integrated human resources management system.</p>	<p>2.1 Categorize the key factors that impact labour markets</p> <p>2.2 Aligning internal and external environments in HR planning</p> <p>2.3 Apply a range of methods in competency-based job analysis</p> <p>2.4 Analyze motivational theories in various job design methods</p> <p>2.5 Apply appropriate approaches in recruiting talented employees</p>

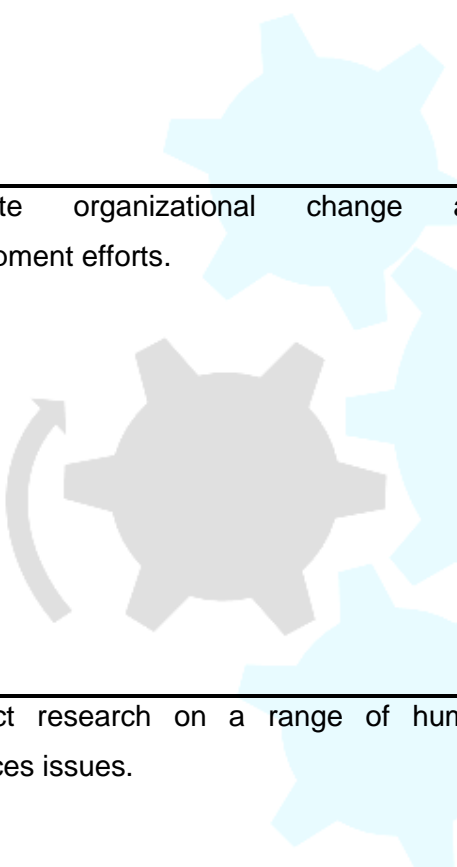
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	2.6 Evaluate legal and ethical issues with regard to methods in employee recruitment and selection processes.
3. Plan and manage the provision of employee training and development in range of contexts. 	2.6 Evaluate legal and ethical issues with regard to methods in employee recruitment and selection processes. 3.1 1 Identify training needs assessment concepts, levels and methods 3.2 Formulate training development learning outcomes in line identified needs 3.3 Facilitate learning and development using appropriate approaches and methods 3.4 Apply learning theories in training and development practices and workplace learning 3.5 Evaluate training and development provision at various levels against identified needs 3.6 Review periodically organization's training and development and internship programmes.
4. Design and implement performance management system in organizations.	4.1 Categorize key elements of an effective performance management system 4.2 Align organization's performance management system with organization's strategic management and organizational and culture 4.3 Assess employee behaviour and results according to organization's strategy 4.4 Analyze appropriate performance approaches to appraise performance 4.5 Evaluate ethical and legal issues in performance management
5. Apply economic, financial, accounting and budgetary concepts and principles to manage a competitive total compensation system.	5.1 Classify the key concepts and components of a total compensation


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		<p>5.2 Develop organization's compensation structure incorporating external and internal factors, motivational theories</p> <p>5.3 Evaluate jobs using methods to establish internal values of jobs and equity</p> <p>5.4 Design and implement pay structure in accordance with best HR practices in line with organization's strategic plans</p> <p>5.5 Evaluate corporate governance and current issues affecting compensation and rewards in different contexts</p>
	6. Implement and maintain a legally compliant health and safe work environment.	<p>6.1 Identify contemporary issues involving health and safety at work</p> <p>6.2 Integrate health and safety management with other HRM activities</p> <p>6.3 Formulate legally compliant health and safety policies, procures and practices</p> <p>6.4 Design and implement health and safety hazard prevention measures</p> <p>6.5 Apply strategies to continually improve workplace health and safety.</p> <p>6.6 Evaluate strategies for promoting health and safety and employee wellness</p> <p>6.7 Interpret relevant health and safety statutes and laws</p>
	7. Implement practices that strengthen the employer-employee relationship through identifying and resolving workplace issues, measuring employee satisfaction and morale, and providing support and input to the company's performance management system.	<p>7.1 Classify employment relations perspectives in the changing workplace paradigm</p> <p>7.2 Utilize effective conflict resolution and dispute handling process and negotiation tactics</p> <p>7.3 Develop sustainable positive relations with union representatives</p>

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		7.4 Apply alternative and third-party dispute resolution methods including conciliation/mediation, adjudication/arbitration
		7.5 Design and implement fair disciplinary mechanism and procedure
	8. Facilitate organizational change and development efforts.	8.1 Identify environment sources of change 8.2 Adapt to changes and steer organizations towards competitiveness 8.3 Assess the nature and impact of change 8.4 Analyze competencies required of change and organizational development practitioner 8.5 Select appropriate change and organizational development strategies/interventions 8.6 Evaluate key contemporary issues challenges facing organizational development
	9. Conduct research on a range of human resources issues.	9.1 Identify key concepts and stages in research process 9.2 Distinguish between various research methodologies 9.3 Design out basic and applied research on range human resources concerns 9.4 Analyze research data on human resources particular issue 9.5 Produce research report on researched issue 9.6 Evaluate ethical issues in research 9.7 Implement theory acquired in the classroom to work based learning (acquired through internship).
	10. Formulate human capital management strategies for organizational competitiveness and economic transformation.	10.1 Identify competencies for enhancing human capital management 10.2 Assess macro and micro factors influencing human capital development 10.3 Apply a range of human capital development methods

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	<p>10.4Analyze the significance human capital development to the organization and the economy</p> <p>10.5Analyze debates in the trends in human capital management paradigm shift</p> <p>10.6Evaluate the effectiveness of contemporary human capital development methods</p>
	<p>11. Apply the Human Resources Information System in the human resources functional areas or practices.</p> <p>11.1Classify various HRIS components</p> <p>11.2Integrate HRIS sustainably into strategic HRM functions in line with rapid changes in computer technology</p> <p>11.3Design and implement human resource information systems (HRIS)</p> <p>11.4Apply HRIS packages in various human resource management functions</p> <p>11.5Evaluate the implications of implementing e-HRM systems in organizations</p>

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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total (Per Subject/ Course/ Module/ Units)
		Level [5]	Level [6]	Level [7]	
FUNDAMENTAL COMPONENT <i>Subjects/ Courses/ Modules/Units</i>	Principles of Business Management	10			10
	Computing & Information Skills	10			10
	Business Communication	10			10
	Research Methods			12	12
	Quantitative Methods	10			10
CORE COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Accounting Concepts, Principles & Procedures		12		12
	Microeconomics		12		12
	Human Resource Management		12		12
	Macroeconomics			12	12
	Human Capital Development			12	12
	Organisational Behaviour		12		12
	Commercial Law		10		10

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	Human Resource Planning			12	12
	Human Resources Information Systems			12	12
	Employee Relations			12	12
	Performance Management and Reward System			12	12
	Employment Law			12	12
	Organizational Change and Development			12	12
	Strategic Human Resources Management			12	12
	Entrepreneurship 1			12	12
	Leadership Development			12	12
	Industrial Attachment			60	60
	Managing Diversity			12	12
	Contemporary Human Resources Management			12	12
	Occupational Health and Safety Management			12	12
	Public Relations Management			12	12
	Organizational Psychology			12	12
	Corporate Strategy and Planning		12		12

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	Corporate Governance and Business Ethics			12	12
	Production Operations Management		12		12
	Labour Economics			12	12
	International Human Resources Management			12	12
	Compensation Management			12	12
	Enterprise Risk Management			12	12
	Research Project			24	24
ELECTIVE/ OPTIONAL COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Choose 1				
	Project Team Management			10	10
	Psychology of Leadership			10	10
	Group Dynamics and Diversity			10	10

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	Credit Value
Level 5	40
Level 6	82
Level 7	358
TOTAL CREDITS	480
Rules of Combination: (Please Indicate combinations for the different constituent components of the qualification)	
The credit combination for this qualification is made up of 52 credits fundamental component, 418 credits from the core component and 10 credits of elective component.	

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ASSESSMENT ARRANGEMENTS

All assessments which are leading to the award of the qualification should be based on learning outcomes and associated assessment criteria. Assessment will be conducted by Assessors who have been registered with Botswana Qualifications Authority (BQA). The assessments will be as follows:

i. Formative Assessment

The weighting of formative assessment is 60 % of the final assessment mark.

ii. Summative Assessment

The weighting of summative assessment is 40 % of the final assessment mark.

MODERATION ARRANGEMENTS

There will be provision for internal and external moderation, conducted by Moderators registered with Botswana Qualifications Authority (BQA).

RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning (RPL) will be applicable for consideration for award in this qualification.

CREDIT ACCUMULATION AND TRANSFER


Credit Accumulation Transfer (CAT) will be applicable for consideration for award in this qualification.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathways

Horizontal Articulation:

- Bachelor of Commerce in Industrial and Organisational psychology
- Bachelor of Arts in Public Administration
- Bachelor of Business Administration


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Vertical Articulation

- Master of Commerce in Human Resource Management
- Master of Commerce in Industrial Psychology
- Master of Arts in Public Administration
- Master of Business Administration
- Master of Science in Training and Human Resource Management
- Master of Science in Organizational Psychology
- Master of Science in Work Psychology and Business

Employment Pathways

- Human Resources Officer/manager
- Administration officer/manager
- Employee Relations Officer
- Compensation Executive
- Employee Assistance or Benefits Executive
- Equal Employment Opportunity (EEO) or Affirmative Action Coordinator
- Labour Relations Executive/Mediator/Conciliator
- Recruitment Executive
- Human Resources Information System Executive
- Employee Benefits Administrator
- Training Coordinator/manager
- Human Capital Management/Development Officer/Manager
- Payroll Officer
- Labour officer
- Management Analyst
- Business Development manager
- Organisational Development/Change Management Specialist

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QUALIFICATION AWARD AND CERTIFICATION

To be eligible for the award, candidates must have successfully completed all fundamental, core and elective modules and passed examinations in accordance with regulations set by the ETP. The Bachelor of Commerce in Human Resources Management will be awarded to candidates who have obtained a minimum of 480 credits. A certificate will be issued upon the successful completion of the qualification.

REGIONAL AND INTERNATIONAL COMPARABILITY

The proposed qualification has been benchmarked with the following:

1. Bachelor of Commerce (Human Resource Management) University of South Africa (UNISA).
2. Bachelor of Commerce (Human Resource Management) University of Wollongong, Dubai.
3. Bachelor of Commerce (Human Resource Management) University of Otago, New Zealand
4. Professional Certificates Chartered Institute of Professional Development (CIPD), UK

The Bachelor of Commerce (B. Com) in Human Resource Management and professional certificates from the above mentioned institutions are structured to develop career-ready HR professional, able to effectively develop and deliver organization relevant strategies in human resource management. The focus of these institutions is on human resource management body of knowledge. This qualification generally compares well with all these qualifications studied since the exit outcomes cover similar scope and depth and are aligned to exit-level descriptors typical of this level and type of qualification as done within the region and beyond.

Although the similarities noted, this qualification is set apart from the other qualifications by the structure that focuses on the development of attributes such as human capital, research, on 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 research project and industrial attachment.

REVIEW PERIOD

This qualification will be reviewed after 5 years upon registration.