

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

SECTION A: QUALIFICATION DETAILS													
QUALIFICATION DEVELOPER (S)		Botho University											
TITLE	Doctor of Philosophy in Business Administration										NCQF LEVEL	10	
FIELD	Business, Commerce and Management Studies			SUB-FIELD		Higher Education				CREDIT VALUE	360		
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 Doctor of Philosophy in Business Administration provides the opportunity for a candidate to undertake independent research and advanced study under the guidance of a supervisor, building on knowledge gained in a particular subject area, normally at a Master of Business Administration or comparable level. The thesis will constitute a substantial contribution to knowledge in the chosen field of study and embody the original work of the candidate.

The qualification will provide emerging economies including Botswana with researchers that have specialized theoretical knowledge and practical skill in the Business and Accounting research area, thereby contributing to the national development agenda. In addition, the qualification endeavours to provide candidates with highly

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skilled individuals in business administration, particularly from disadvantaged communities, to ensure that the leadership base of innovative and knowledge-based economic and scholarly activity is strengthened and diversified.

Botswana through Vision 2016 envisaged to have an educated and informed nation. This vision has been reiterated by Vision 2036 which aligns the country's goals with the global agenda for sustainable development. Based on Vision 2036, which advocates sustainable economic development, human and social development requires managers to attain the necessary research skills, knowledge, and competencies to advance in their careers. This agenda resonates with the aspiration of a knowledge-based society to embolden facilitators of teaching and learning at different educational levels, for their personal enrichment, scholarly advancement, or growth.

A list of occupations in high demand informs decision-making and planning in a wide range of issues which include but are not limited to Human resource development planning at both sector and national levels, skills development at both pre-service and in-service levels (workplace learning) institutional planning at Tertiary level and Technical and Vocational Education Curriculum review and qualification development.

Direct links with business, government, and other organizations will not only facilitate internationalization, collaboration, and research and the quality of teaching and research are critical objectives for most tertiary institutions. It will also remain relevant to today's and tomorrow's needs in raising quality standards and global relevance in attracting the best students and staff. The acquisition of necessary research skills will assist in generating revenue, pushing the frontiers of knowledge through research, and promoting internal diversity as strategically necessitated in emerging economies including Botswana. Rates of international research collaboration are much lower in developing economies like Botswana and Africa, unlike in the more economically interdependent countries such as Switzerland and the Netherlands. This motivated the need to design and develop qualifications that are Research oriented. Based on and in line with Vision 2036, the strategic direction is to consolidate research output as developing countries including Botswana seek to transform from a resource-based economy to a knowledge-based economy.

The development of human capital is essential in achieving the VISION 2036 pillars mainly

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Pillar 1: Sustainable Economic Development and

Pillar 2: Human and Social Development.

The two pillars emphasize the transformation of our economy to a knowledge-based economy and producing a globally competitive human resource as a key strategy for driving economic growth and diversification and both pillars can be attained through research.

The establishment of the Sectorial Committees will ensure that there is a direct linkage between the skills developed and the needs of the fast-changing economy. The development of the Sectorial Human Resource Development Plans and the subsequent development of the National Human Resource Development Plan will also provide an excellent opportunity for a pan-sector collaborative approach to human resource development planning which will strengthen the commitment of each partner (Government, Employers, Workers, Educators and Civil society) to work together in addressing Botswana's HRD challenges (NHRDS 2009-2022). Based on the aforementioned, the level of competence that students are expected to achieve is that of professional research scholars contributing to the acquisition of broad knowledge and mastery of the field.

PURPOSE:

The purpose of the qualification is to produce graduates that have the most advanced knowledge, skills, and competences to:

- Develop in-depth, advanced discipline, specific skills, and applied competence in business administration.
- Provide opportunities for continued personal intellectual growth, productive economic activity and making a rewarding contribution to society.
- Provide Botswana with research that has specialized theoretical knowledge and practical skill in the research area, thereby contributing to the national development agenda.
- Apply advanced research knowledge, based on rigor and original scholarly work which is regionally and internationally accepted.
- Provide emerging economies with highly skilled individuals in business administration, particularly from disadvantaged communities, to ensure that the leadership base of innovative and knowledge-based economic and scholarly activity is strengthened and diversified.

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- Manage and allocate resources, communicate effectively, and contribute to knowledge and socio-economic transformation in a responsible and ethical manner.

ENTRY REQUIREMENTS (including access and inclusion)

The minimum admission requirement:

- Master's Degree in the same or a cognate field of study.
- There shall be provision for entry through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) in line with institutional and national policies.

SECTION B

QUALIFICATION SPECIFICATION

GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
LO 1. Demonstrate the most advanced knowledge to independently design a research project and execute it.	1.1 Employ appropriate research instruments and techniques of enquiry. 1.2 Design and execute research of an investigative or developmental nature to deal with new problems and issues.
LO 2. Demonstrate the most advanced knowledge to contribute to scholarly debates around theories of knowledge and processes of knowledge production in an area of study or practice.	2.1 Deploy a significant range of generic and specialised professional skills, techniques, practices and/or materials at the forefront of the subject/discipline/sector and enhance these where appropriate. 2.2 Exhibit intellectual independence, research leadership, management of research and research development in business administration. 2.3 Present a critical overview of a subject/discipline/sector including academic insight and understanding of specialised theories, concepts, and principles.

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LO 3. Apply advanced research knowledge, based on rigor and original scholarly work which is regionally and internationally accepted.	3.1 Implore originality and creativity in the development and application of new knowledge which is well grounded on theoretical foundations. 3.2 Identify gaps in the body of knowledge and apply requisite skills on how to fill the gaps.
LO 4. Demonstrate the most advanced methods, techniques, processes, systems, or technologies in original, creative, and innovative ways appropriate to specialized complex contexts.	4.1 Determine new methods, techniques, processes, and systems that set the tone for creative, innovative, and complex contexts. 4.2 Apply theory in novel inclined ways to address complex theoretical problems.
LO 5. Apply robust critical analysis, evaluation and synthesis through ethical advanced scientific research grounded on pragmatic models towards enhancement of both academic and professional practice.	5.1 Analyse, evaluate and synthesise new and complex ideas, information and issues and develop pragmatic models towards enhancement of both academic and professional practice. 5.2 Create knowledge or practice. 5.3 Contribute to scholarly debates around theories of knowledge. 5.4 Contribute to knowledge production in business administration.
LO 6. Develop the ability to apply specialist knowledge and theory in critical reflexive, creative and novel ways to address complex practical and theoretical problems.	6.1 Identify, conceptualise, and offer novel and creative insights into new, complex ideas and issues.

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	6.2 Use knowledge generated through personal research and make a significant contribution to the development of the subject/discipline/sector.
LO 7. Develop the ability to make independent judgements about managing incomplete and inconsistent information in an iterative process of analysis and synthesis for the development of significant original insights into new, complex, and abstract ideas, information, or issues.	7.1 Develop original and creative responses to problems and issues. 7.2 Deal with complex and/or new issues and make informed judgements in the absence of complete or consistent data/ information.
LO 8. Synthesize quality research output to develop and implement strategies for dissemination of research results/findings and be able to defend the research work and outputs before diverse audiences using full resources of academic and professional or occupational discourse.	8.1 Produce substantial, independent, in-depth, and publishable work which meets international standards. 8.2 Produce relevant work which meets the needs of business professionals. 8.3 Structure and present the thesis to a standard of published academic work and/or critical dialogue acceptable to national repositories.
LO 9. Demonstrate the Most advanced knowledge of the theoretical underpinnings in the management of complex systems to achieve systematic change.	9.1 Design, sustain and manage change within a system or systems. 9.2 Manage complex ethical and professional issues and make informed judgements on new or emergent issues not addressed adequately by current professional and/or ethical codes or practices.

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LO 10. Develop the ability to demonstrate intellectual independence, research leadership and management of research and research development in a discipline field or practice.	10.1 Demonstrate originality or novelty of thought, a theoretical underpinning, relevance to the discipline and rigour in execution. 10.2 Create intellectual capital, which is the cornerstone or hallmark of the knowledge society of the 21st century. 10.3 Make independent judgements about managing incomplete or inconsistent information or data in an iterative process of analysis and synthesis.
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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total (Per Subject/ Course/ Module/ Units)
		Level []	Level []	Level [10]	
FUNDAMENTAL COMPONENT <i>Subjects/ Courses/ Modules/Units</i>					
CORE COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Lectures, seminars, and workshops: Research, philosophy, ethics, methodology, data collection and analysis			10	20
	Research Proposal Writing and Colloquium.			10	20

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	Dissertation: - Research ideas and link to industry conceptualization, - Literature Review, - Methodology, - Findings and discussion, - Conclusions and recommendations Colloquia: - Methodology - Results Viva Voce			10	320
ELECTIVE/ OPTIONAL COMPONENT <i>Subjects/Courses/ Modules/Units</i>					

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	Credit Value
10	360
TOTAL CREDITS	360

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Rules of Combination:

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

A student passes the qualification if he/she obtains assessment approval from the external examiners through the reports provided. The candidate must complete all the 360 Credits in the PhD qualification in Business Administration and successfully defend the Final Dissertation. He/she should also have published at least one scholarly article in a reputable Journal (Refer to DHET Journal list) from the Dissertation. A student, therefore, qualifies for the Doctor of Philosophy (PhD) degree on NCQF level 10 when he/she passed all the above requirements.

ASSESSMENT ARRANGEMENTS

Learners will work with supervisors and will be assessed in the following ways:

Assessment component	Weightage (%)
Research proposal (Written document and oral presentation)	0
Thesis document and viva voice	100

MODERATION ARRANGEMENTS

There will be provision for moderation (internal and external, pre and post) arrangements for the qualification through BQA accredited and registered moderators.

RECOGNITION OF PRIOR LEARNING

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The proposed qualification will not consider recognition of prior learning based on the benchmarking with reputable institutions as noted in the Benchmarking subsection below.

CREDIT ACCUMULATION AND TRANSFER

A clear framework through which learners can accumulate learning credits and transfer such credits toward appropriate qualifications helps to validate and recognize learning gained through formal and informal means, provides flexibility to learners, and allows learners to progress relatively seamlessly through their lifelong learning journey.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal learning pathways:

Learners can pursue alternative learning programmes as follows:

- Doctor of Philosophy in Strategic Management
- Doctor of Philosophy in Risk management
- Doctor of Philosophy in Business Administration (Professional doctorate)
- Doctor of Philosophy in Entrepreneurship
- Doctor of Philosophy in Leadership
- Doctor of Philosophy in Knowledge Management
- Doctor of Philosophy in Innovation design and management

Vertical learning pathways:

Graduates of the programme can pursue further study in the following:

- Post-doctoral study in Business Management
- Post-doctoral study in Operations Management
- Post-doctoral study in Strategic Management
- Post-doctoral study in Risk management
- Post-doctoral study in Entrepreneurship
- Post-doctoral study in Leadership
- Post-doctoral study in Knowledge Management
- Post-doctoral study in Innovation design and management, etc.

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Employment Pathways:

Graduates of this programme will be competent to take up jobs in industry and academic as follows:

- Business Lecturers and Professors
- Policymakers in the government
- Business Executives
- Consultants

QUALIFICATION AWARD AND CERTIFICATION

Qualification Award:

The learner will be awarded a certificate, 'PhD in Business Administration Certificate after attaining **360 credits** and successfully defending the Final Dissertation as specified in the rules of combination and credit distribution.

Certification:

There shall be an award of a '**Doctor of Philosophy in Business Administration**' and an official transcript upon successful completion of the qualification.

REGIONAL AND INTERNATIONAL COMPARABILITY

This qualification was compared with various universities running similar qualifications. The following universities and their qualifications were taken for the comparison:

- **Regional 1:** Northwest University (SA) – PhD in Business Management (NQF Level 10)
- **Regional 2:** University of Johannesburg (UJ)- PhD in Business Management (NQF Level 10)
- **International:** London Business School (UK) – PhD in Business Administration (FHEQ Level 8)

SIMILARITIES AND DIFFERENCES BETWEEN PROPOSED QUALIFICATION PhD AND UJ AND NWU PhD

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The proposed qualification is comparable to PhD qualifications at the University of Johannesburg (UJ), Northwest University and London Business School in terms of level and research-based. The Design and Development of advanced knowledge to address contemporary issues are similar for all the qualifications. For all the qualifications, the doctorate provides training for an academic career. It requires a candidate to undertake research at the most advanced academic levels culminating in the submission, assessment, and acceptance of a thesis.

While the proposed PhD qualification has been benchmarked with the mentioned PhD qualifications, there are also some differences that have been identified which can be viewed as situational. These differences are briefly described below.

Proposed Qualification vs UJ PhD (Differences)

- At UJ, a candidate may be registered for the MPhil qualification first before proceeding to the PhD while there is no such provision in the Proposed Qualification.
- The duration of the UJ PhD programme is 3 years full-time and 5 years part-time, while the proposed PhD duration is 3 to 6 years.
- The defining characteristic of the UJ PhD qualification is that the candidate is required to demonstrate high level of research capability and make a significant and original or novel academic contribution at the frontiers of a discipline or field. The Degree will be awarded based on a distinguished record of research in the form of published works, creative works and or other scholarly contributions that are judged by leading international experts to make an exceptional and independent contribution to one or more disciplines of fields of study.

Proposed Qualification vs North-West University PhD (NWU) (Differences)

- While the proposed PhD qualification is in Business Administration, that of NWU uses Business Management/Business Administration.
- The NWU PhD is offered in part-time mode only.
- NWU PhD programme is a contribution to business solutions with a general focus on business management in Africa.

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- For the NWU PhD, students whose abilities in research methods are deemed not to be adequate by the school director and research director will only be accepted into the programme after successfully completing the Faculty's short course in research methodology. This is not a requirement for the Proposed PhD qualification.

Proposed Qualification and London Business School (Differences):

- The Proposed PhD Qualification will elaborate on Lectures, seminars, and workshops: Research, Philosophy, ethics, methodology, data collection and analysis.
- For London Business School the PhD explicates Research: Practice and Planning (Lectures, seminars, and workshops: Research, Philosophy, ethics, methodology, data collection and analysis)

Summary of the unique selling proposition of the proposed qualification:

- The proposed qualification will be centred around business research methods which will culminate into research proposal writing that sets the basis for Dissertation completion necessary for scholarship and contribution to the body of knowledge.
- The proposed qualification is research-oriented based on critical thinking, novelty, and independent learning.
- The proposed qualification is expected to nurture a mindset of self-reliance as most emerging economies seek to transform from resource-based societies to knowledge-based economies where scarce advanced research-orientated skills, knowledge and competencies are exported.

REVIEW PERIOD

Every five (5) Years