
	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P01.GD02
		Issue No.	01
		Effective Date	01.08.2022

SECTION A: QUALIFICATION DETAILS													
QUALIFICATION DEVELOPER (S)		University of Botswana											
TITLE	Doctor of Philosophy in Hospitality Management										NCQF LEVEL	10	
STRANDS (where applicable)	N/A												
FIELD	Services			SUB-FIELD			Personal Services			CREDIT VALUE	360		
New Qualification						<input checked="" type="checkbox"/>		Legacy Qualification					
SUB-FRAMEWORK		General Education				<input type="checkbox"/>		TVET		<input type="checkbox"/>		Higher Education <input checked="" type="checkbox"/>	
QUALIFICATION TYPE	Certificate	I	II	III	IV	V	Diploma	Bachelor					
	Bachelor Honours			Post Graduate Certificate			Post Graduate Diploma						
	Masters					Doctorate/ PhD			<input checked="" type="checkbox"/>				
RATIONALE AND PURPOSE OF THE QUALIFICATION													
<p>RATIONALE:</p> <p>Over the last decade, from 2010 until 2019, the global economy has grown at a rate of more than three percent (World Bank, 2021). This unprecedented expansion has benefited the hospitality industry by stimulating world population travel. International tourist arrivals increased from 957.6 million in 2010 to 1 466 million in 2019 (UNWTO, 2021). Although COVID-19 has had a severe impact on international travel as global international arrivals plummeted by 85% between January and May 2021, compared to the same period in pre-pandemic 2019, the UNWTO predicted a positive rebound to pre-pandemic levels, from 2024 and beyond (UNWTO, 2021).</p> <p>The tourism industry in Botswana has grown alongside the global tourism economy. By 2018, the industry contributed over 7.1% of the country's Gross Domestic Product (GDP), compared to 4% in 2006 (Grant Thornton, 2018). Over the past ten years, the industry witnessed a compounded annual growth rate (CAGR) of</p>													

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15%, in most of the years (Grant Thornton, 2018). Growth in the tourism market in the country is expected to increase steadily. Though heavily reliant on tourist arrivals from South Africa and Zimbabwe, the country has diversified into wealthier western markets, in Europe and the USA, by promoting itself as a luxury safari destination. This status was compounded by the World Travel and Tourism Council Tourism for Tomorrow Destination Award bestowed on Botswana Tourism Organisation (Travindy, 2017). The country was also named as the best Travel Destination for 2016 (Africa Geographic, 2015). These efforts improved the country's credibility in attracting investment from major international hotel chains like Hilton (Africa Business, 2018) and increasing the number of international and regional tourist arrivals.


Increased travel stimulated growth in the hospitality sector. By 2019, the sector was worth over US\$570 billion globally and accounted for over 700,000 hotels and resorts worldwide (Condor Ferries Ltd, 2021). Global rooms supply grew from 16.4 million rooms in 2014 to 17.8 million in 2018, reflecting the attractiveness of the hospitality sector (International Hotel Group [IHG], 2018). Simultaneously, the global revenue per available room (RevPAR), witnessed an increasing trend from 2014 to 2018. The industry is projected to flourish in the next 10 years from 2021, due to the increasing number of international travellers, which is forecasted to reach 1,3 billion by 2030 (Lock, 2021).

The hotels and restaurants sector in Botswana is also expected to thrive in the future, primarily driven by better economic activity in the country and its neighbours (mainly South Africa and Zimbabwe) (Grant Thornton, 2018). This will lead to an influx of business and leisure travellers and continued investments by international, regional and local players in the industry (Africa Business, 2018).

The unprecedented growth of travel activities not only propels growth and GDP contribution by the hospitality sector, but it also leads to growth in global employment opportunities. Close to 100 million jobs are expected in the hospitality industry worldwide by 2028, representing a 'tailwind' of career options and new job profiles for hospitality graduates (Ecole hôtelière de Lausanne [EHL] Group, 2021). In the United States for instance, the jobs' report for May showed 5.5 million hospitality and leisure jobs returning since the pandemic, pronouncing a meteoric rebound to the sector (Shen, 2021).

Due to the ever-changing nature of the tourism industry and evolving customer needs and expectations, many new skills will be needed for prosperity in hospitality related businesses in the future (EHL Group, 2021). Currently, the hospitality sector faces a shortage of qualified personnel in the field (EHL Group, 2021). Much focus from the tertiary sector, has been on the creation of lower-level job vacancies. Higher up the hospitality career ladder, jobs have been challenging to fill as employers are seeking professionals with leadership, emotional intelligence, and entrepreneurship skills, amongst other key skills (Shen, 2021). The skills gap in the hospitality industry is expected to cost over 14 million jobs and an estimated \$610 billion in loss of GDP globally, if untapped (EHL Group, 2021).

To bridge the gap and prepare for the wave of workforce hiring anticipated in the future, focus should be on the development of higher degrees that cater for higher-rung jobs and skills. A PhD in Hospitality Management, being such a degree, helps candidates build a strong foundation, as leaders in this dynamic and ever-changing industry. It produces leaders who are trained to serve in critical roles in industry and academic institutions

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around Botswana and internationally.

The demand for a PhD in Hospitality Management resonates with the overall objective of Botswana's National Vision 2036, of transforming Botswana from an upper middle-income country to a high-income country by 2036, through human and social development (Pillar 2 of the Vision). The human and social development pillar supports the provision of relevant quality education that is outcome based, has emphasis on technical and vocational skills and academic competencies (Vision 2036 Presidential Task Team, 2016).


Through the Ministry of Education and Skills Development (MoESD) and by developing five-year education and training strategic sector plans, the country, has set out to improve the education sector's performance. The overall aim of the Education & Training Sector Strategic Plan for 2015-2020 (Republic of Botswana, 2015) is 'to provide an overall policy and strategic sector framework for the education sector that will play a pivotal role in the development of a modern, sustainable, knowledge-based economy that supports inclusiveness and diversity' (ETSSP, 2015, p. 7). The plan prioritises, through Strategic Priority 3, 'the need for the education system to be more responsive to national labour market demands, aligned with key government priorities and economic development goals' (Republic of Botswana, 2015, p. 40-41). To fulfil this priority, the plan emphasizes the need to enhance knowledge creation and improve the quality, quantity, and relevance of research, through a range of graduate studies programme offerings. Since participation and access to graduate studies is currently very low in Botswana, compared to neighbouring countries like Mauritius and Namibia (Republic of Botswana, 2015), the development of a PhD in Hospitality Management can advance, in part, the country's aspirations for improved access to graduate programs in the tertiary education sector, thus fulfilling the mandate of the ETSSP plan in Strategic Priority 3.

At institutional level, the PhD in Hospitality Management, supports the University of Botswana's strategic plan as expressed in 'Creating a Future for the Knowledge Generation' strategy. The qualification acts as a conduit for the creation, development and application of quality research and innovation, in the hospitality sector, an area that has strategic economic importance for the country.

Overall, the PhD in Hospitality Management is a qualification that is economically relevant, meets national aspirations and market demand, and provides robust and requisite education and training in hospitality related knowledge, skills and competences, required now and in the future.

Even more critically, development of the proposed qualification has received endorsement from two key stakeholders in the hospitality industry, namely Cresta and HATAB. Cresta Marakanelo operates a chain of hotels in Botswana totalling 11 facilities of various grades and specialities. The Hospitality and Tourism Association of Botswana (codenamed HATAB), on the other hand, is an organisation formed to promote, encourage and police excellence in hospitality and tourism in Botswana with a membership including about 70% of all tourism and hospitality Operations in Botswana.

In addition, the School of Hospitality and tourism, another key player in the tourism and hospitality education sector as well as the University of Botswana Human Resources Management endorsed development of the proposed qualification in recognition of the need for higher level qualifications of this nature in both the country and the sub-region.

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PURPOSE:

The purpose of the qualification is to equip graduates with the most advanced knowledge, skills, and competences to:

1. Demonstrate the highest level of intellectual independence and analytical abilities in developing critical and methodical arguments and discussions in Hospitality Management, including concepts, models, and frameworks relevant to the industry.
2. Identify and address complex problems and challenges within the hospitality industry.
3. Perform independent research and training in the field of Hospitality Management, including the ability to design and conduct original research, collect, and analyze data, and critically evaluate existing literature in the field.
4. Serve as academic leaders, experts, and advisors complying with ethics and professional requirements in Hospitality Management.


MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

2.1.1 Admission into the PhD Hospitality Management: The minimum admission requirement is:

- A Master's Degree in the same or a cognate field of study (NCQF Level 9)


2.1.2 There is provision for admission through Recognition of Prior Learning (RPL) and Credit Accumulation Transfer (CAT) according to the national RPL and CAT policies

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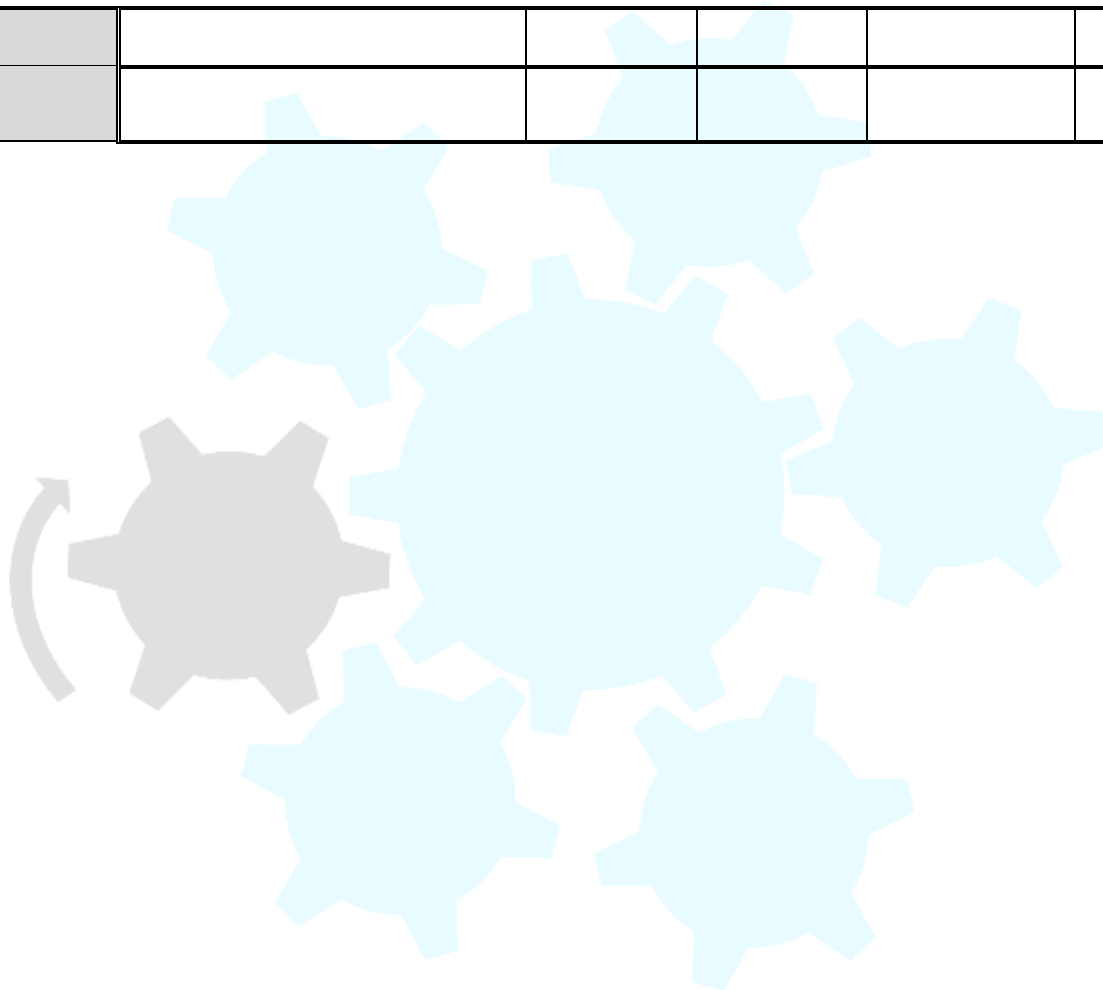
SECTION B QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
3.1 Analyse complex problems within the hospitality industry using relevant theoretical frameworks	<p>3.1.1 Critically apply theories, methodologies, and knowledge to appreciate the value of the hospitality discipline to academy and industry at large and to address fundamental questions in the hospitality area of study.</p> <p>3.1.2 Develop solutions to complex issues and problems, present and defend your methods and findings with the highest level of ability to your peers and other relevant audiences.</p>
3.2 Demonstrate competence carrying out internationally/regionally/nationally recognized independent and original academic research that contributes to the frontiers of knowledge in the hospitality discipline.	<p>3.2.1 Analyse literature and identify key areas of research and design in Hospitality Management</p> <p>3.2.2 Pose appropriate research questions and identify knowledge and methodologies needed to address them.</p> <p>3.2.3 Apply knowledge and methodologies to create new knowledge in response to posed research questions</p> <p>3.2.4 Identify research and practical implications based on data analysis</p>
3.3 Perform as managers, intellectual leaders, mentors and role models in the practice and study of hospitality.	<p>3.3.1 Analyse and select the most appropriate leadership models and strategies to deal with people from diverse backgrounds as leaders, mentors.</p> <p>3.3.2 Analyse and apply the most appropriate professional and ethical standards in Hospitality research and practice.</p> <p>3.3.3 Analyse workplace policies and other instruments with the view to promote continual improvement and reforms in the hospitality business management.</p>


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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level [8]	Level [9]	Level [10]	
FUNDAMENTAL COMPONENT <i>Subjects/ Courses/ Modules/Units</i>	Advanced Social Science Research Methods			10	48
CORE COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Research proposal and Research Thesis			10	312
ELECTIVE/ OPTIONAL COMPONENT <i>Subjects/Courses/ Modules/Units</i>	N/A				
TOTAL CREDITS					360
STRANDS/ SPECIALIZATION	<i>Subjects/ Courses/ Modules/Units</i>	Credits Per Relevant NCQF Level			Total Credits
		Level [8]	Level [9]	Level [10]	


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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL					
TOTAL CREDITS PER NCQF LEVEL					
NCQF Level	Credit Value				
10	360				
TOTAL CREDITS	360				
Rules of Combination: (Please Indicate combinations for the different constituent components of the qualification)					
<p>The qualification is comprised of two (2) components:</p> <table> <tr> <td>1. Fundamental Component</td><td>48 / 360</td></tr> <tr> <td>2. Core Component</td><td>312 / 360</td></tr> </table>		1. Fundamental Component	48 / 360	2. Core Component	312 / 360
1. Fundamental Component	48 / 360				
2. Core Component	312 / 360				

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ASSESSMENT ARRANGEMENTS

The qualification shall be comprised of two key assessments: formative and summative assessments. The formative assessment shall ordinarily carry less weight than the summative assessment. The formative assessment shall ordinarily carry more weight than the summative assessment. The formative assessment shall carry 60% while the summative carries 40%.

All moderation and assessment exercises shall be undertaken by moderators and assessors accredited by BQA or a recognised equivalent body.

All the assessments, formative and summative, leading/contributing to the award of credits or a qualification should be based on learning outcomes and/or sub-outcomes.

MODERATION ARRANGEMENTS

- All assessments shall be subjected to both internal and external moderation processes.
- All moderation exercises shall be undertaken in accordance with both institutional and national policies.
- All moderation and assessment exercises shall be undertaken by moderators and assessors accredited by BQA or a recognised equivalent body.

RECOGNITION OF PRIOR LEARNING

There is provision for award of the PhD qualification through RPL in line with institutional and national policies.

CREDIT ACCUMULATION AND TRANSFER

There is provision for award of the PhD qualification through credit accumulation and transfer in line with institutional credit accumulation policy, aligned to the national policy.


PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

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

The PhD is a terminal qualification; hence there is no vertical articulation into other qualifications.

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

- PhD in Tourism & Hospitality
- Doctor of Philosophy (Ph.D.) in Hotel and Tourism Management
- PhD Hospitality, Tourism, Transport & Events

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- Doctor of Business Leadership
- Doctor of Business Administration: Business Management
-

EMPLOYMENT PATHWAYS:

Upon completion, graduates will have the opportunity to work as:

- Senior executives in the hospitality Industry.
- Business developers and analysts in hospitality ventures and/or projects.
- Managers and/or Administrators in hospitality establishments (e.g. hotel management, event planning, food operations and front office operations).
- Policy formulators in the hospitality industry.

QUALIFICATION AWARD AND CERTIFICATION

QUALIFICATION AWARD

Candidates who have attained a minimum of 360 credits qualify to be awarded Doctor of Philosophy in Hospitality Management qualification.

CERTIFICATION

Candidates who meet the set requirements as set out in the institutional rules will be awarded the certificate.

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY


Summary of similarities and differences:

To establish the regional and international comparability, qualifications from different countries were identified and benchmarked against. The comparability matrix considered entry requirements, learning outcomes, assessment criteria and employment pathways.

Generally, the proposed PhD in Hospitality Management compares very well with those currently offered by other universities with similar scope and depth.

Importantly, the two are similar to the proposed PHD in Hospitality at the University of Botswana (UB) on a number of areas. For instance, they are all placed at the highest level of NCQ frameworks of their respective jurisdictions; they all require production of a thesis at the end; they all carry 310 credits and they all range from 3 to 5 years in duration.

The proposed qualification from UB differs from either qualifications from UJ and Paris-U since it is neither sandwiched nor composite. It is a specialised and standalone qualification offered through a single institution. It however, compares slightly with that from Paris-U by way of excluding tourism and incorporating some

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element of course work at the formative stages. The amount of course work is, however; significantly lower than that for the Paris-U qualification.

By virtue of being the only specialised and standalone hospitality qualification at doctoral level in the sub-region, the proposed PhD in Hospitality Management stands to be pioneer educational development with a considerable potential appeal for the market both within the sub-region and elsewhere.

For detailed notes on regional and international comparability see the attached comparability matrix.

REVIEW PERIOD

The qualification will be reviewed after every five years (5 years).

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