

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

SECTION A: QUALIFICATION DETAILS													
QUALIFICATION DEVELOPER (S)				Botho University									
TITLE		Master of Business Administration in Hospitality Management								NCQF LEVEL		9	
STRANDS (where applicable)		1. 2. N/A 3. 4.											
FIELD		Business, Commerce and Management Studies			SUB-FIELD		Management Studies			CREDIT VALUE		240	
New Qualification						✓		Legacy 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													

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RATIONALE:

Botswana through Vision 2016 envisaged to have an educated and informed nation by 2016. This vision has been reiterated by Vision 2036 that aligns the country's goals with the global agenda for sustainable development. Based on the aforementioned, Vision 2036 advocates sustainable economic development, human and social development that require managers to attain the necessary skills, knowledge and competencies to advance in their careers. This agenda resonates with aspiration of 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 inform decision making and planning in a wide range of issues which include but not limited to: Human resource development planning at both sector and national level, skills development at both pre-service and in-service level (work-place learning) institutional planning at Tertiary level and Technical and Vocational Education Curriculum review and qualification development. Research on skills and competences in Botswana has consistently highlighted challenges of inadequate training and low service quality especially in hospitality and tourism industry. This is evident in policy documents, development, and strategic plans dating back to Tourism Master Plan (2000), NDP10 and 11, HRDC reports of 2014, 2016 and 2019.

The Botswana Tourism Master Plan (2000) points out that “one major constraint to the development of tourism in Botswana is the quality of tourism services.” Service skills are seen to be limited in many areas including sales, ICT, marketing, and customer care. National Development Plan (NDP) 11 (2017-2023:130) states that review of NDP 10 revealed persistence of constraints which were experienced during NDP 10 period, such as: limited competitiveness in global markets; absence of specialised infrastructure in areas such as tourism/hospitality and agriculture; inadequate human resource development; and lack of specialised skills.

The HRDC ‘Priority skills’ report of 2019 lists Hotel and Restaurant Managers, Researchers and Business Services and Administration Managers as occupations, specialisations and specific technical skills required in Botswana’s hospitality and tourism industry.

A market needs analysis to determine demand for MBA in Hospitality Management was carried out from July to September 2020. The respondents were drawn from the following categories: hospitality/tourism first degree

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graduates, Employers (hotels, lodges, tourism enterprises and guesthouses), hospitality/tourism related regulatory and professional bodies (HATAB, BTO, DTO and DNMM).

The findings were overwhelmingly positive with an inkling that the qualification was contemporary, innovative, and sustainable. The demand was quite high given that there is no local institution currently offering a master's qualification in the hospitality or tourism field. A Faculty Industry Reference Forum was convened on 16 June 2020 and the industry representatives in attendance strongly supported the idea of developing the MBA in Hospitality Management.

PURPOSE: (itemise exit level outcomes)

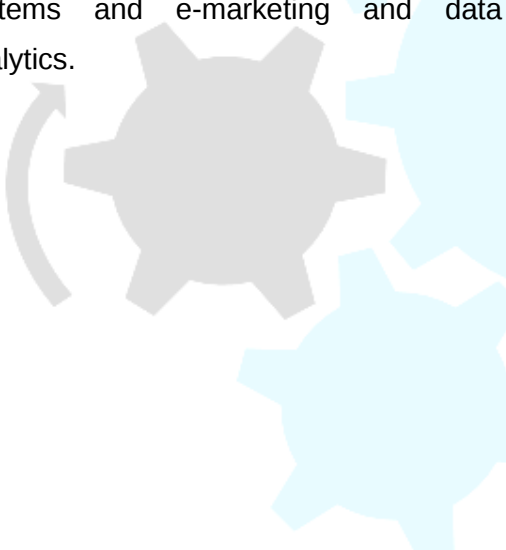
The purpose of the qualification is to produce graduates with advanced knowledge, skills, and competence to:

- Utilize investigative research techniques to drive precise decision-making and strategic solutions at both operational and strategic levels of hospitality entities.
- Communicate effectively in different cultural and economic environments of hospitality business interactions.
- Apply creative problem-solving skills to systematically address complex challenges in the hospitality business environment.
- Formulate optimal business decisions based on accurate data analytics of financial and evolving industry trends.
- Design sustainable development projects that consider contemporary ethical, social, and environmental issues.

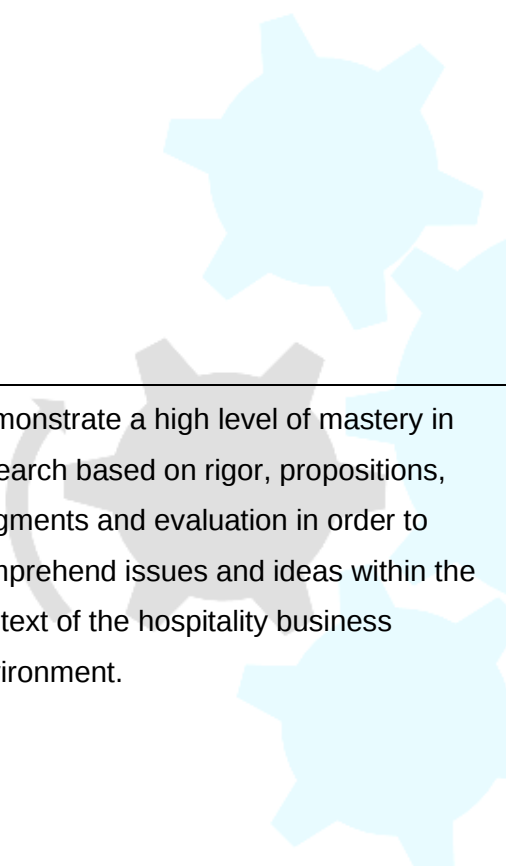
MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

- Bachelor's Degree. (NCQF level 7) in the same or a cognate field of study.
- Applicants who do not meet the above criteria but possess relevant industry experience will be considered through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer Systems (CATS in line with institutional policies).

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SECTION B QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Demonstrate advanced critical thinking skills and address challenges within the context of management information systems and e-marketing and data analytics. 	1.1 Evaluate management practices to establish the needs of a diverse managerial portfolio using case studies within the context of management information systems. 1.2 Apply data analytics competencies to address marketing challenges and explore opportunities of today and future. 1.3 Synthesize various information sources and data to create effective strategies for improving e-marketing campaigns. 1.4 Implement innovative management information systems, e-marketing and data analytics solutions to address real-world challenges. 1.5 Communicate complex ideas and insights about management information systems and e-marketing in a clear and convincing way, using logical arguments and evidence
2. Address contemporary issues of strategic management, innovation and new product development.	2.1 Apply the foundations of business and accounting practices to demonstrate scholarly capabilities with respect to Innovation and New Product development and strategic management. 2.2 Evaluate business goals within the contexts in which they are operating, taking into consideration the bigger picture of the organisation. 2.3 Analyse current case studies and industry trends to identify contemporary issues in strategic

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		management, innovation, and new product development. 2.4 Evaluate the impact of contemporary issues on organizational strategies, product development and innovation processes. 2.5 Implement innovative approaches and methodologies to enhance creativity and improve new product development processes.
	3. Demonstrate a high level of mastery in research based on rigor, propositions, judgments and evaluation in order to comprehend issues and ideas within the context of the hospitality business environment.	3.1 Apply principles and practices of research within the context of Business environment. 3.2 Conduct rigorous research in the hospitality business environment using appropriate methodologies and data collection methods. 3.3 Examine research findings thoroughly to identify important ideas and utilize them in solving industry problems. 3.4 Evaluate existing research strategies and practices within the hospitality business environment to assess their effectiveness and identify areas for improvement.
	4. Apply high degree of financial literacy in strategic decision making.	4.1 Evaluate case studies from managerial perspective within the context of hotel financial management and Accounting. 4.2 Apply yield management techniques to enhance hospitality business shareholder value. 4.3 Interpret financial data to identify trends, patterns, and potential areas for improvement. 4.4 Formulate financial forecasts and projections to support long-term strategic planning.

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	4.5 Manage financial resources effectively to enhance the implementation of strategic plans.
5. Apply skills and techniques to identify and solve problems through project management, information systems and knowledge management.	5.1 Construct and evaluate arguments in an ethically inclined manner through project and knowledge management. 5.2 Analyse the requirements that set precedence for effective decisions. 5.3 Apply project and knowledge management techniques to address any business issues. 5.4 Utilise project management methodologies to plan and execute projects effectively.
6. Demonstrate strategic leadership and coordination in the context of human resource management and operational excellence in the hospitality sector.	6.1 Discuss and address the human capital issues in the light of the organisation's strategic goals. 6.2 Critically analyse the business processes centred operational excellence. 6.3 Coordinate human resource management initiatives to align with the organization's overall strategic objectives. 6.4 Create a high-performance culture that supports operational excellence in the hospitality sector. 6.5 Evaluate the performance of human resources and operational excellence initiatives. 6.6 Develop continuous improvement processes to enhance human resource management and operational excellence.
7. Optimize entrepreneurial opportunities in the hospitality industry.	7.1 Evaluate behaviour and actions that is associated with entrepreneurial self-efficacy for effective managerial decisions.

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	7.2 Identify emerging entrepreneurial opportunities within the hospitality industry through market research and analysis. 7.3 Develop innovative business models and solutions to address gaps in the hospitality industry. 7.4 Assess and mitigate the risks associated with entrepreneurial ventures in the hospitality industry. 7.5 Evaluate the performance of entrepreneurial ventures within the hospitality industry, and proactively implement adjustments
	8. Conceptualise and implement research to generate new knowledge and make informed decisions on complex hospitality management issues 8.1 Apply innovative research strategies to solve current and emerging problems in hospitality industry and related fields. 8.2 Analyse and compare the relative merits of alternative research methods and statistical techniques when designing a research project. 8.3 Analyse and apply major theoretical foundations for hospitality management to solve real-world problems. 8.4 Apply knowledge and skills to effectively write competitive proposals for securing project grants and funding. 8.5 Effectively communicate research findings in oral, written, and visual forms appropriate to hospitality management and related fields.

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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level []	Level []	Level [9]	
FUNDAMENTAL COMPONENT <i>Subjects/ Courses/ Modules/Units</i>	Strategic Management			20	20
	Research Methods			20	20
	Management Information Systems			20	20
	Project Management			10	10
	E-Marketing and Data Analytics			10	10
CORE COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Hotel Finance and Revenue Management			10	10
	Hospitality Human Resources Management			20	20
	International Hospitality Management			20	20
	Sustainable Facilities Management			10	10

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	Hospitality Operational Excellence			20	20
	Dissertation/Capstone Project			60	60
STRANDS/ SPECIALIZATION	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits
		Level []	Level []	Level []	
1.					
2.					

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Electives					
	Hospitality Innovation and Entrepreneurship			10	10
	Strategic Food and Beverage Management			10	10
	Events and Festivals Management			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
9	240
TOTAL CREDITS	240
Rules of Combination: (Please Indicate combinations for the different constituent components of the qualification)	
- Fundamental Level 9 = 80 credits - Core Level 9 = 140 credits - Electives Level 9 = 20 Credits Total 240 Credits	

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ASSESSMENT ARRANGEMENTS

This qualification is assessed and moderated as follows:

Formative assessment:

Learners are continuously assessed through internal assessments which constitute **50%** of the overall grade for all modules.

Summative assessment:

The summative assessment which can also be case study based will constitute **50%** of the total grade per module.

MODERATION ARRANGEMENTS

Internal and external moderation will be conducted by persons with relevant academic qualifications and industry experience. Both internal and external moderation shall be done in accordance with applicable institutional policies and regulations.

RECOGNITION OF PRIOR LEARNING

The qualification can be awarded through Recognition of Prior Learning (RPL), supported by institutional policies and in line with the national RPL Policy. Prospective students will complete an application form and attach all required evidence that will be reviewed.

CREDIT ACCUMULATION AND TRANSFER

Candidates may submit evidence of credits accumulated in related qualifications to be credited for the qualification for which they are applying. The evidence of such learning that must be relevant, sufficient, valid, verifiable, and authentic.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathway:

Vertical:

- Doctor of Philosophy in Hospitality Management

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- Doctor of Philosophy in Tourism Management
- Doctor of Philosophy in Hospitality Administration
- Doctor of Philosophy in International Hospitality and Tourism Management

Horizontal:

The qualification is commensurate with qualifications such as:

- Master of Business Administration in Tourism Management
- Master of Business Administration in Travel and Tourism.
- Masters in Hospitality and Tourism

Employment Pathway

The qualification will produce postgraduates suitable for positions as:

- Hotel Managers
- Hospitality Academics
- Researchers
- Revenue and Front office managers
- Food and Beverage Managers
- Hospitality Human Resources Managers
- Marketing Managers

QUALIFICATION AWARD AND CERTIFICATION

The learner will be awarded 'Master of Business Administration in Hospitality Management' after attaining 240 credits as specified in the rules of combination and credit distribution as stipulated in the Qualification Structure. This qualification does not have exit awards. Therefore, if the learner does not meet the prescribed minimum standards of the qualification, the learner will exit with a partial transcript.

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

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Similarities

The titles of the qualifications from two institutions are similar that is MBA Hospitality Management however the third institution is slightly differentiated by additional wording that is MBA International Hospitality Management. All qualifications are offered on full and part time basis with differences in duration. There is a research component in all qualifications that is dissertation in the last semester. Although the modules are named different, they align to the curriculum content stated in the Subject Benchmark Statement for Events, Hospitality, Leisure, Sport and Tourism. The modules include Financial Management and control, Strategic Management, Research Methods and International Hospitality Management. Despite different wording the exit level outcomes are similar in focus that is acquisition of critical thinking, problem solving and decision-making skills and competencies. The skills are in line with Botswana Standard Classification of Occupations specifications for Restaurant and Hotel managers. All qualifications use formative and summative assessments however there are differences in weightage.

Differences

The total credits vary from lowest of 60 to a maximum of 240. Two qualifications are offered at NQF level 7 with a total of 180 credits, the third one has 60 credits whilst this qualification is at NQF level 9 with 240 credits. The qualifications use different credit systems hence the variations, however it did not affect quality of curriculum. The qualifications are different in that the duration is 1-year full time for two qualifications whilst its 2 years full time and 4 years part time for this qualification.

Ultimately when considering the title of the qualifications, NQF level, exit outcomes, domain modules, assessment strategies and weightings, qualification rules and minimum standards for the award of the qualification modules and education and employment pathways, it can conclude that this qualification is similar to the qualifications benchmarked with.

REVIEW PERIOD

5 years

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