

## BQA NCQF QUALIFICATION TEMPLATE

SECTION A: QUALIFICATION DETAILS															
<b>QUALIFICATION DEVELOPER (S)</b>	BA ISAGO University														
<b>TITLE</b>	Bachelor of Commerce in Operations and Supply Chain Management							<b>NCQF LEVEL</b>	7						
<b>STRANDS (where applicable)</b>	N/A														
<b>FIELD</b>	Business, Commerce and Management Studies							<b>CREDIT VALUE</b>	480						
<b>SUB FIELD</b>	Management Studies														
New Qualification	✓	Legacy Qualification					Renewal Qualification								
Registration Code															
<b>SUB-FRAMEWORK</b>	General Education					TVET			Higher Education				✓		
<b>QUALIFICATION TYPE</b>	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><b>RATIONALE:</b></p> <p>Botswana's economy is increasingly becoming more diversified, with a growing emphasis on manufacturing, agriculture and trade sectors, in addition to heavy reliance on imports (Botswana Exporter's Guide). Moreover, Botswana actively engages in the Southern African Development Community (SADC) and the African Continental Free Trade Area (AfCFTA). These economic communities advocate for trade liberalization, market integration, and cross-border investments. To leverage the opportunities facilitated by these partnerships, businesses necessitate professionals</p>															

proficient in operations and supply chain management. Such expertise is indispensable for effectively managing intricate supply chains, navigating trade regulations, and optimizing logistical operations. As the country has heavy reliance on imports, The World Bank (2022) has highlighted the importance of effective supply chain management practices in driving economic development, particularly in sectors like manufacturing and trade.

Botswana's Vision 2036 emphasise the importance of skills development and human capital as crucial factors for sustainable development. It envisions a diversified, knowledge-based economy driven by innovation and sustainable development. In addition, The List of Priority Skills compiled by Human Resource Development Council (HRDC, 2023/2024) indicate a high demand for operations and supply chain managers and specialists in Botswana. To address the demand of the skills and promote the success of local enterprises, it is imperative to establish a Bachelor of Commerce in Operations and Supply Chain Management qualification, thereby ensuring the availability of a proficient workforce.

### **PURPOSE: (itemise exit level outcomes)**

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

1. Oversee and manage the entire supply chain processes and day to day operations within the organisation to ensure efficiency and cost effectiveness.
2. Manage transportation, warehousing and inventory and ensure the availability of products.
3. Handle purchasing decisions and supplier relationships in acquisition of quality goods at competitive prices.
4. Plan and schedule production activities and ensure manufacturing processes run effectively.
5. Assist in conducting research in operations and supply chain and report their findings in academically appropriate ways.

### **MINIMUM ENTRY REQUIREMENTS (including access and inclusion)**

- i. Applicants must have a minimum of Certificate IV, NCQF Level 4 (TVET/GE) or equivalent.  

OR
- ii. Candidates who do not meet the minimum academic qualifications stated above will be considered through the 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 case they 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 theoretical knowledge of operations and supply chain management principles to solve complex problems within supply chain networks in various industries.</p>	<p>1.1 Assess the foundational concepts of supply chain management, including logistics, procurement, and inventory management.</p> <p>1.2 Align supply chain and operations management with overall organizational goals.</p> <p>1.3 Analyze the key components of supply chain management and their interrelationships.</p> <p>1.4 Manage global supply chains, including cross-border logistics and international trade.</p> <p>1.5 Develop strategies for global sourcing and distribution.</p> <p>1.6 Diagnose complex operational and supply chain challenges.</p> <p>1.7 Develop long-term supply chain plans to enhance the organisation's competitive advantage.</p> <p>1.8 Evaluate the potential risks and opportunities associated with supply chain decisions.</p> <p>1.9 Evaluate supply chain strategies for different industries.</p> <p>1.10 Develop comprehensive solutions for optimizing supply chain performance and overcoming challenges.</p>
<p>2. Develop inventory control strategies to minimize carrying costs while meeting customer demand.</p>	<p>2.1 Develop innovative inventory control strategies tailored to specific business contexts.</p>

	<p>2.2 Implement the devised inventory control strategies, adapting and adjusting them based on changing market conditions, supplier reliability, and customer preferences.</p> <p>2.3 Assess the effectiveness of the inventory control strategies proposed in minimizing carrying costs while meeting customer demand.</p> <p>2.4 Assess potential risks related to inventory management and propose strategies to mitigate these risks effectively.</p>
<p>3. Develop project plans in operations and supply chain management that meet budget and timeline goals.</p>	<p>3.1 Develop project plans outlining scope, schedule, and resource requirements for operations and supply chain projects.</p> <p>3.2 Implement project management tools and techniques to monitor and control project progress.</p> <p>3.3 Evaluate project outcomes to use lessons learned for continuous improvement in operations and supply chain management practices.</p>
<p>4. Negotiate contracts with suppliers securing favorable terms that align with organisational goals.</p>	<p>4.1 Apply negotiation techniques to secure favourable terms with suppliers, demonstrating an understanding of both parties' needs and interests.</p> <p>4.2 Create comprehensive contract agreements that clearly outline terms, conditions, and deliverables, ensuring alignment with organizational goals.</p> <p>4.3 Analyse supplier proposals and counteroffers to identify potential risks and opportunities, and to determine their impact on organizational goals.</p>

	<p>4.4 Develop negotiation strategies that optimize value for the organization while maintaining positive supplier relationships.</p> <p>4.5 Assess the effectiveness of negotiated contracts by analysing how well they align with organizational goals.</p>
<p>5. Utilize technology to support operations and supply chain management activities.</p>	<p>5.1 Apply relevant technology solutions to solve specific operational or supply chain challenges.</p> <p>5.2 Utilize technology to analyze data and make informed decisions in operations and supply chain management.</p> <p>5.3 Implement new technologies to improve supply chain efficiency.</p> <p>5.4 Evaluate the effectiveness of technology in improving operational or supply chain performance metrics</p>
<p>6. Apply accounting concepts to interpret financial statements and evaluate the financial position and performance of supply chain operations.</p>	<p>6.1 Analyse financial statements to extract relevant information related to supply chain operations.</p> <p>6.2 Interpret financial data from the perspective of supply chain operations.</p> <p>6.3 Apply accounting principles to evaluate the financial position and performance of supply chain operations.</p> <p>6.4 Utilise financial ratios and metrics to evaluate efficiency, effectiveness, and sustainability of supply chain operations.</p> <p>6.5 Recommend effective strategies to address financial issues and improve the overall financial performance of supply chain operations.</p>

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<p>7. Analyse the safety, quality and ethical frameworks that govern diverse aspects of supply chain operations within both domestic and international contexts.</p>	<p>7.1 Apply relevant regulations and legal requirements for domestic and international supply chains.</p> <p>7.2 Analyse contracts and agreements to ensure legal compliance in operations and supply chain activities.</p> <p>7.3 Evaluate the effectiveness of different frameworks in ensuring safe, high-quality, and ethically sourced products.</p> <p>7.4 Diagnose potential safety, quality, or ethical risks within a specific supply chain operation.</p> <p>7.5 Recommend strategies for companies to improve safety, quality, and ethical practices within their supply chains.</p>
<p>8. Assist in conducting research to identify gaps and possible solutions in the operations and supply chain area.</p>	<p>8.1 Identify research problems relating to operations and supply chain.</p> <p>8.2 Apply relevant methods of data collection to gather information relating to operations and supply chain.</p> <p>8.3 Analyse quantitative and qualitative data relating to cases of operations and supply chain.</p> <p>8.4 Prepare reports of research findings on patterns and trends of operations and supply chain.</p> <p>8.5 Utilize the findings to better the experiences of operations and supply chain.</p>

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SECTION C	QUALIFICATION STRUCTURE					
COMPONENT	TITLE	Credits Per Relevant NCQF Level				Total Credits
		Level [5]	Level [6]	Level [7]	Level [8]	
<b>FUNDAMENTAL COMPONENT</b> Subjects/ Courses/ Modules/Units	Business Communication	10				10
	Principles of Business Management	10				10
	Computing and Information Skills	10				10
	Accounting Concepts, Principles and Procedures		12			12
	Research Methods			12		12
<b>CORE COMPONENT</b> Subjects/Courses / Modules/Units	Introduction to Operations and Supply Chain Management		12			12
	Commercial Law		12			12
	Supply Chain Management			12		12
	Business Statistics			12		12
	Organizational Behaviour			12		12

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	Strategic Procurement			12		12
	Human Resources Management			12		12
	Production and Operations Management			12		12
	Transport and Logistics Management			12		12
	Production Economics			12		12
	Introduction to Inventory Management		12			12
	Cost Accounting			12		12
	Product Design & Process Re-Engineering				15	15
	Project Management			12		12
	Safety Management in Supply Chain			12		12
	Supply Chain Quality Assurance			12		12
	Supply Chain Diligence			12		12
	Lean Operations and Six Sigma				12	12
	Strategic Operations Management			12		12
	Supply Chain Risk Management			12		12

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	Technology & Innovation in Operations and Supply Chain				15	15
	Sustainable Supply and Operations Management			12		12
	Corporate Governance & Business Ethics			12		12
	Supplier Relationship Management			12		12
	Research Project			24		24
	Global Supply Chain and Operations Management			12		12
	Strategic Warehousing and Inventory Management			12		12
	Manufacturing Resource Planning			12		12
	Industrial Attachment			60		60
<b>STRANDS/ SPECIALIZATION</b>	Subjects/ Courses/ Modules/Units	<b>Credits Per Relevant NCQF Level</b>				<b>Total Credits</b>
		<b>Level [5]</b>	<b>Level [6]</b>	<b>Level [7]</b>	<b>Level [8]</b>	
1.	N/A					

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<b>2.</b>	N/A					
<b>Electives (Choose 1)</b>	Supply Chain Design			12		12
	Supply Chain Alignment			12		12
	Enterprise Risk Management			12		12



BOTSWANA

Qualifications Authority

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### SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

#### TOTAL CREDITS PER NCQF LEVEL

NCQF Level	Credit Value
5	30
6	48
7	360
8	42
<b>TOTAL CREDITS</b>	<b>480</b>

**Rules of Combination:**

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

The credit combination for this qualification is made up of 54 credits from fundamental component, 414 credits from the core component, and 12 credits from the elective component where candidates would choose one module.

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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. 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.

Assessors should:

- Possess minimum qualification of master's degree in the related area
- Be registered with Botswana Qualifications Authority (BQA)

### MODERATION ARRANGEMENTS

There will be provision for internal and external moderation. Moderators should

- Possess minimum qualification of master's degree in the related area
- Be 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. Some part; not all credits can be gained through RPL.

### CREDIT ACCUMULATION AND TRANSFER

Credit Accumulation Transfer (CAT) will be applicable for consideration for award in this qualification. Some part; not all credits can be gained through CAT.

### PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

#### Learning Pathways

***Horizontal Articulation:***

- Bachelor of Commerce in Business Administration
- Bachelor of Commerce in Transport Management and Logistics
- Bachelor of Commerce in Logistics and Supply Chain Management
- Bachelor of Commerce in Production and Operations Management

### **Vertical Articulation**

- Bachelor of Commerce (Honors) in Operations Management
- Bachelor of Commerce (Honors) in Operations Management & Supply Chain Management
- Bachelor of Commerce (Honors) in Supply Chain Management
- Bachelor of Commerce (Honors) in Transport and Logistics Management
- Post Graduate Diploma in Business Management
- Post Graduate Diploma in Supply Chain Management
- Master of Commerce in Operations Management
- Master of Commerce in Supply Chain Management
- Master of Commerce in Logistics Management
- Master of Business Administration in Operations and Supply Chain Management
- Master of Commerce in Production and Operations Management
- Master of Commerce in Logistics and Transport Management
- Master of Commerce in Operations Research

### **Employment Pathways**

- Operations Manager
- Supply Chain Manager/ Analyst/ Consultant
- Logistics & Distribution Manager/ Analyst
- Inventory & Materials Planning Specialist
- Production Planning & Management Manager
- Transportation & Fleet Specialist
- Warehouse Manager
- Procurement & Supplier Relationship Manager
- International Trade & Compliance Specialist
- E-commerce Operations Manager

### **QUALIFICATION AWARD AND CERTIFICATION**

Candidates meeting the prescribed requirements will be awarded the qualification in accordance with the qualification composition rules and applicable policies. To be eligible for the award of the Bachelor of Commerce in Operations and Supply Chain Management, candidates should have passed all

course work assignments and the final examination and obtained a minimum of 480 credits. A certificate will be issued to learners who are awarded the qualification.

### SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

The proposed qualification has been benchmarked with the following:

- Bachelor of Commerce in Supply Chain and Operations Management – University of South Africa (UNISA) (South Africa)
- Bachelor of Business Administration in Supply Chain/Operations Management – University of Akron (United States of America)
- Bachelor of Business Administration Operations & Supply Chain Management – Davenport University (United States of America)

The benchmarking exercises revealed that the proposed qualification compares favourably with the aforementioned qualifications offered by regional and international universities. All the qualifications are pitched at NCQF Level 7, which is denoted using the specific framework adopted by each country. Furthermore, the proposed qualification shares a common title with other qualifications although the qualifications for University of Akron and Davenport University have different designators. The qualifications also collectively aim at equipping learners with essential skills and expertise to manage geographically dispersed networks of suppliers, manufacturers, logistic services providers, transportation carriers, distributors, service support operators and customers. There are also similarities in terms of the domains found in the proposed qualification and the ones benchmarked with which are Supply Chain, Operations Management, Accounting, Project Management and Procurement. In terms of assessment strategies, all the qualifications use formative and summative assessments. The rule for award of qualification in all the qualifications is for learners to complete all compulsory modules and attain the minimum required credits.

There are notable differences between the qualifications, based on the qualification frameworks used by each country. The proposed qualification together with Davenport University and the University of Akron's qualifications run for 4 years while the University of South Africa qualifications run for 3 years on a full-time basis. The other variations present themselves in terms of credits where the proposed qualification carries 480 whilst Davenport University and the University of Akron's qualifications carries 120 credits each, and the University of South Africa qualification has 360 credits. Additionally, the proposed, Davenport University and the University of Akron's qualifications have an element

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Industrial Attachment. Furthermore, the proposed qualification has an element of research component with a key focus on guiding the student through the research process in their field and enabling them to conduct and present sound research results that solve contemporary in operations & supply chain management challenges while other universities do not have this element.

In terms of articulation, all the qualifications have similar routes for educational progression and employment pathways. The common education progression pathways for all the qualifications are postgraduates in Master of Supply Chain Management. The qualifications have similar employment pathways such as operations manager, logistics and distribution manager, and supply chain manager.

### REVIEW PERIOD

This qualification will be reviewed after 5 years upon registration.

### For Official Use Only:

CODE (ID)			
<b>REGISTRATION STATUS</b>	<b>BQA DECISION NO.</b>	<b>REGISTRATION START DATE</b>	<b>REGISTRATION END DATE</b>
<b>LAST DATE FOR ENROLMENT</b>		<b>LAST DATE FOR ACHIEVEMENT</b>	