

BQA NCQF QUALIFICATION TEMPLATE

SECTION A:		QUALIFICATION DETAILS										
QUALIFICATION DEVELOPER (S)	Limkokwing University of Creative Technology											
TITLE	Master of Business in Tourism Management						NCQF LEVEL		9			
STRANDS (where applicable)	N/A											
FIELD	Business, Commerce and Management Studies						CREDIT VALUE		260			
SUB FIELD	Management studies											
New Qualification	√	Legacy Qualification				Renewal Qualification						
						Registration Code						
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:												
<p>According to the Human Resource Development Council (2023/2024), Tourism has been identified as one of the sectors that have the potential for job creation and wealth generation. It has been listed as one of the priority sectors. Occupations like Guides; Waiters and Concierge; Chef; Executive Chef; Event planners, and Food and Beverage Managers are among priority occupations on demand.</p>												

Therefore, this calls for enhanced skill, human capital development with occupation specific qualifications that match the labour market as echoed by the Human Resource Development Council's approach of achieving industry driven oriented personnel (Human Resource Development Council, 2017).

Botswana 2036 vision's one pillar is on sustainable economic development and tourism is also encompassed in this pillar. It has been identified as one of the major contributors to economic growth, diversification and job creation. Botswana vision 2036 is also advocating for a knowledge based economy in its pillars by 2036. Training personnel in masters' programmes like Tourism management will also be one way of driving the nation towards knowledge based economy by 2036.

The institution also held a consultative meeting in 2020 where they deliberated on skills shortage both in the public and private sector. Tourism sector was identified as one of the sectors that were experiencing some skills gap in quite a number of areas like Event planning; Food and beverage management. The institution further conducted a survey that also ascertained that there was a gap and need to launch masters' programme in the areas like Tourism and Hospitality management.

PURPOSE: (itemise exit level outcomes)

The purpose of this qualification is to equip graduates with advanced knowledge, skills and competencies to:

- a) Conduct environmental analysis in the tourism/hospitality industry.
- b) Apply strategic management effectively in the tourism/hospitality sector.
- c) Conduct research in the tourism/hospitality sector to enable organizations make informed decisions
- d) Develop tourism/hospitality policies in planning initiatives in the tourism/hospitality establishments.
- e) Employ principles of sustainability in the tourism/hospitality industry.
- f) Demonstrate ethical and professional behaviour in all the undertakings in the tourism/hospitality firm.

MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

Normal Requirements

- NCQF Level 7 (An undergraduate Tourism – related degree), or its equivalent.

Credit Transfer

- Credit transfer shall also be recognised as an approach to enrol those who have qualifications recognized BQA for purposes of exemptions for modules already covered and placement level.
- Qualifications from other frameworks will be assessed in line with BQA requirements

Recognition of Prior Learning

- Recognition of prior learning based on a bachelor degree at level 7 and recognised by BQA in business management or related fields

SECTION B QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
<p>1. Analyze the nature and dynamics of the tourism industry including demand and supply, politics, the environmental and socio-cultural impacts of the industry, and organizational structures at the community, state and national levels.</p>	<p>1.1 Assess the various theories and models within tourism economics</p> <p>1.2 Analyse economic issues at the destination and/or business level.</p> <p>1.3 Identify the consequences the economic issues could have on management of a tourism establishment.</p> <p>1.4 Analyse the economic, environmental and social impacts on tourism industry.</p>
<p>2. Implement programs, policies and plans that will enable businesses to respond to planned and unplanned business events in tourism and hospitality industry.</p>	<p>2.1 Develop innovative evidence-based solutions addressing community and business needs and emerging challenges within complex events contexts.</p> <p>2.2 Communicate clearly, effectively and persuasively with a diverse range of event stakeholders</p> <p>2.3 Work effectively in teams and with events stakeholders to deliver negotiated project outcomes in a timely manner</p> <p>2.4 Implement event management decisions to create positive outcomes for society and the environment</p> <p>2.5 Integrate advanced knowledge of event management concepts and technological skills to demonstrate professional expertise within complex event management contexts</p>
<p>3. Execute a strategic management perspective within the context of a tourism firm, including how to distinguish and create strategies that garner competitiveness in the tourism industry</p>	<p>3.1 Apply highly developed strategic management concepts, tools, and techniques for the tourism and hospitality industry.</p> <p>3.2 Evaluate the strategic management process and the relationship between strategy formulation, implementation and control.</p>

	<p>3.3 Formulate strategies in tourism and hospitality establishments to address the emerging strategic options.</p> <p>3.4 Develop evidence-based solutions to tourism and hospitality management problems.</p> <p>3.5 Allocate resources such as finance, equipments etc. appropriately</p>
<p>4. Conduct research in the tourism businesses and use big data to help identify and solve problems in the industry.</p>	<p>4.1 Design applied research projects in tourism industry</p> <p>4.2 Analyse managerial problems and formulate relevant research questions and research design</p> <p>4.3 Analyse ethical issues and considerations and their relevance in applied business research</p> <p>4.4 Apply the quantitative and qualitative methods in empirical research projects</p> <p>4.5 Apply research theories and methodologies to assist in developing a business research proposal for the tourism/hospitality business.</p> <p>4.6 Collect and analyze quantitative and qualitative data to make informed decisions for the tourism/hospitality establishment.</p>
<p>5. Demonstrate professional behaviour and competencies in customer service in tourism and hospitality industry.</p>	<p>5.1 Analyse customer’s feedback and forge way forward in the tourism/hospitality establishment.</p> <p>5.2 Interpret the fundamental principles of essential hospitality and tourism business functions,</p> <p>5.3 Employ a range of leadership skills and abilities such as motivating others, leading changes, and resolving conflict,</p>

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	<p>5.4 Build positive relationships with clients, vendors, and participants, ensuring high levels of satisfaction and repeat business</p> <p>5.5 Identify the challenges and opportunities of working effectively with people in a diverse environment.</p>
<p>6. Develop tourism policies and planning initiatives in a tourism environment.</p>	<p>6.1 Analyse the role of policy and planning in tourism establishment.</p> <p>6.2 Develop tourism policies in the organization.</p> <p>6.3 Analyse the roles of various stakeholders in Tourism Policy and Planning</p> <p>6.4 Discuss the sustainability of tourism policy and planning</p>
<p>7. Apply principles of sustainability to the practice of tourism in the local and global context</p>	<p>7.1 Apply an advanced knowledge of the theoretical and practical interrelated dimensions of sustainable tourism development.</p> <p>7.2 Implement the Environmental, Social, and Governance (ESG) policies in the organization.</p> <p>7.3 Analyze the challenges of sustainability from the perspective of local, national and international stakeholders.</p> <p>7.4 Evaluate the contemporary issues that affect the dynamic and long-term nature of sustainable tourism development</p> <p>7.5 . Evaluate planning, development and management strategies, policies and practices in achieving sustainable tourism.</p> <p>7.6 Synthesize and communicate complex sustainable tourism development issues.</p>
<p>8. Demonstrate leadership skills and abilities such as motivating others, leading changes, and resolving conflict.</p>	<p>8.1 Lead teams in the organization</p> <p>8.2 Communicate effectively with different teams in the organization</p> <p>8.3 Critically evaluate the effectiveness of contemporary business leaders by applying relevant leadership theories and concepts</p> <p>8.4 Apply leadership theoretical frameworks and principles to the planning of organizational change and innovation.</p> <p>8.5 Analyze personal leadership strengths and develop strategies for improvement.</p>

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<p>9. Evaluate diversity and ethical considerations relevant to the tourism and hospitality industry</p>	<p>9.1 Evaluate ethical and value issues in tourism and hospitality management. 9.2 Analyze key ethical issues in tourism and hospitality management and propose appropriate management solutions. 9.3 Apply ethics and morality in the tourism industry. 9.4 Conduct ethical contracts and dealing in the tourism establishment. 9.5 Support ethical behavior in the tourism/hospitality establishment.</p>
<p>9 Formulate marketing sales and business promotion techniques in the tourism and hospitality industry</p>	<p>10.1 Develop and model digital engagement strategies, aimed at different segments 10.2 Implement marketing and sales strategies to achieve predetermined business objectives 10.3 Evaluate marketing techniques to apply to business cases. 10.4 Propose an integrated marketing and sales strategy for dynamic and competitive environments</p>
<p>11 Apply key concepts of finance and accounting as they relate to managing a travel and tourism business.</p>	<p>11.1 Analyse financial statements for a hospitality and tourism business and organization for decision making. 11.2 Analyse the efficiency and effectiveness of a travel and tourism business and organization. 11.3 Calculate hospitality and tourism business's revenue base, sales forecasts, assets, and a need for financing. 11.4 Calculate and apply future and present value of lump sums used to solve time-value-of-money problems. 11.5 Draw budgets for the tourism business activities.</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 Subjects/ Courses/ Modules/Units	Accounting and finance for Tourism Organizations		15		15
	Applied Information Technology in Tourism		15		15
CORE COMPONENT Subjects/Courses/ Modules/Units	Tourism Management		15		15
	Tourism Law and Ethics		15		15
	Tourism Business Economics		15		15
	Advanced Tourism Research -Methods		15		15
	Advanced Entrepreneurship in Tourism		15		15
	Advanced Travel and Tour operations		15		15
	Strategic Destination Marketing		15		15
	Strategic Tourism Planning and Development		15		15
	Advanced Sustainable ecotourism and the Environment		15		15
		Dissertation		80	
STRANDS/ SPECIALIZATION					
		Level []	Level []	Level []	

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1.					
Electives	Event Management		15		15
	Advanced Services Marketing		15		15
	French for Tourism		15		15
	TOTAL				260

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

TOTAL CREDITS PER NCQF LEVEL

NCQF Level	Credit Value
9	260
TOTAL CREDITS	260

Rules of Combination:

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

Modules	Credits
Fundamental	30
Core modules	215
Electives	15
Total	260

The learners must choose one elective worthy 15 credits from the three provided.



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ASSESSMENT ARRANGEMENTS

Standard Conditions of Assessment

The learners will undergo formative and summative assessments which should be designed by assessors who will be accredited by BQA.

The weightings should be as follows:

Assessment	Weightings
Formative	50%
Summative	50%

3.7 Assignment Setting

Assignments will be set by assessors based on the assessment criteria as per the course outlines.

All assessors must be BQA accredited.

MODERATION ARRANGEMENTS

There shall be provided for both internal and external moderation by BQA accredited moderators and assessors.

RECOGNITION OF PRIOR LEARNING

Candidates may submit evidence of prior learning and current competence and / or undergo appropriate forms of RPL assessment for the award of credits towards the qualification in accordance with applicable University RPL policies and relevant national –level policy and legislative framework. Implementation of RPL shall also be consistent with requirements, if any, prescribed for the field or sub-field of study by relevant national, regional or international bodies.

CREDIT ACCUMULATION AND TRANSFER

CAT will be used where applicable

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal articulation of the Master of Business Tourism Management

- a) Master of Arts in Tourism, Hospitality and Event Management
- b) Master of Science in International Hospitality & Tourism Management
- c) Master of Science in Business Administration with a major in International Tourism management
- d) Master of Science in Tourism marketing and Management

- e) Master in Tourism studies
- f) Master of Science in Tourism & Events Management
- g) Master in E-sustainable tourism
- h) Master in E-Tourism & Revenue management
- i) Master of Science in Hospitality & Tourism Management
- j) Master in Management of Tourism Destination

Vertical articulation in Master of Business in Tourism Management may also lead to further studies:

- a) Doctor of Philosophy in Tourism & Leisure management
- b) Doctor of Philosophy in Tourism & Hospitality
- c) Doctor of Philosophy in Tourism Management
- d) Doctor of Philosophy in Hotel & Tourism management
- e) Doctor of Philosophy in Hospitality Management
- f) Doctor in Tourism
- g) Doctor in Hotel & Tourism Management

Employment Pathways

Graduates of the course may find employment in a range of public and private organisations for the following posts:

- a) Researcher
- b) Tour manager
- c) Resort Manager
- d) Hotel Manager
- e) Entertainment Manager
- f) Event Planner/manager
- g) Accommodation Manager
- h) Food and Beverage Manager
- i) Marketing Executive
- j) Conference Centre Manager

QUALIFICATION AWARD AND CERTIFICATION

To qualify for qualification award and certification, learners must:

- Attain a total of 260 credits overall.
- Complete satisfactorily any additional and specified requirements of the qualification.
- Have official verification that he/she has covered and passed all the modules

There will be issuance of the certificate and transcript in **Master of Business in Tourism Management** for the qualifying candidates.

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

The qualification MBA in Tourism Management was benchmarked with three qualifications regionally: Master of Commerce in Tourism Hospitality Enterprise Management from Midlands University in Zimbabwe and Master of Tourism Management from Moi University in Kenya. Internationally the qualification was compared to MA in Tourism Management from West Minister University in London, UK. The similarities are as follows:

Similarities

NQF level

The MBA in Tourism Management qualification and Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe stands in at level 9 in their various NQF. This means they align well in terms of level. This assures regulators, institutions, and employers that the programmes are academically comparable.

Duration

The qualification MBA in Tourism Management has a duration of 2 years similar to the qualification of Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe and Master of Tourism Management from Moi University in Kenya. This ensures standardization.

Credits

The qualification MBA in Tourism Management has 260 credits which is above the minimum of 240 credits in the NCQF and close to Master of Tourism Management from Moi University in Kenya that has 2400 notional hours which equivalent to 240 credits which is the minimum for Masters in NCQF. This means easier progression of students in times of articulation or exchange programmes.

Exit Learning Outcomes (ELOs)

The qualification MBA in Tourism Management compares positively with the three benchmarked qualifications in terms of demonstrating knowledge and competences in areas of: Research, Tourism

management, Tourism and environmental sustainability and entrepreneurship. This gives assurance of producing global graduates who can fit in the global labour market.

Domains

The qualification MBA in Tourism Management shares comparable domains with the three benchmarked qualifications. It aligns with the Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University, Zimbabwe, in areas including Tourism Management, Financial Management, Tourism Entrepreneurship, Research Methods, Strategic Management, Destination Management, Business of Tourism, Tourism Marketing and Entrepreneurship, and Dissertation. It also aligns with the MA in Tourism Management from the University of Westminster, London (UK), particularly in Research Methods, Strategic Management, and Policy Planning and Development. Additionally, it aligns with the Tourism Management qualification from Moi University, Kenya, in domains such as Tourism Destination and Policy Planning and Development, Sustainable Tourism, Research Methodology, Tourism Entrepreneurship, Strategic Marketing, Tourism Economics, Event Management, and Thesis. This implies that the qualifications are similar to a greater extent in content.

The qualification MBA in Tourism Management has classified its modules into fundamentals, core and electives which is similar to the qualification MA in Tourism Management from West Minister University in London and Tourism Management from Moi University in Kenya which classified theirs as core and electives. This compares well with international standards of qualification development and makes the qualifications flexible.

Assessment strategies and weightings

The qualification MBA in Tourism Management compares well with the qualification of Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe in areas of assessments. Both have their assessment divided into formative and summative as the norm in most Universities. This improves students learning through continuous feedback of the continuous assessments and makes students proactive.

Qualification rules

The qualification MBA in Tourism Management aligns with the qualification of Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe in terms of certification. Both state that certification of the qualification will come upon completion of all the requirements. This ensures discipline among the learners.

Employment and progression pathways

The qualification MBA in Tourism Management aligns well with the three benchmarked qualifications in terms of employment pathways. Employment is aligned towards hotels, lodges, airline, tour operations, and research, management of food and beverages, event planning, marketing, national parks and entrepreneurship which resonates with the Exit Learning outcomes of the qualifications. This gives the graduates a diversified career choice.

Differences

Title of the qualifications

The benchmarked qualifications bears different names from this qualification MBA in Tourism Management however they are all aligned towards Tourism Management field. They bear names such as: Master of Commerce in Tourism Hospitality Enterprise Management from Midlands University in Zimbabwe, Master of Tourism Management from Moi University in Kenya and MA in Tourism Management from West Minister University in London, UK. This could be because of different institutional academic philosophies.

NQF level

The Master of Tourism Management from Moi University in Kenya and MA in Tourism Management from West Minister University in London, UK are at level 7 in their respective NQFs while the qualification MBA in Tourism Management and Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe are in level 9. This could be because of different NQFs that caters for the education system of their countries.

Duration

The qualification MBA in Tourism Management, Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe and Master of Tourism Management from Moi University in Kenya have a duration of 2 years while MA in Tourism Management from West Minister University in London has a duration of 1 year, this could be because it has less modules in comparison to number of modules in other qualifications.

Credits

The qualification MBA in Tourism Management has 260 credits while Master of Tourism Management from Moi University in Kenya has has 2400 notional hours which is equivalent to 240 credits however two qualifications MA in Tourism Management from West Minister University in London and Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe have not stated the credits.

Exit Learning Outcomes (ELOs)

The qualification MBA in Tourism Management has more ELOs and different from the benchmarked qualifications such as demonstration of professional behaviour, leadership and evaluation of diversity making this qualification richer in knowledge and competences and more diversified.

Domains

The qualification MBA in Tourism Management has some different domains from the 3 benchmarked qualifications such are: Applied ICT, Tourism law and ethics and French for Tourism, making the qualification further richer, unique and diversified. This could be because of the intended learning outcomes of the qualification.

Assessment strategies and weightings

The qualification MBA in Tourism Management and the qualification of Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe have assessments divided into formative and summative as the norm in most Universities while the other two qualifications MA in Tourism Management from West Minister University in London and Master of Tourism Management from Moi University in Kenya did not state could be because of the policy of the University.

Qualification rules

The qualification MBA in Tourism Management aligns with the qualification of Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe for they both state that certification of the qualification will come upon completion of all the requirements, while the other 2 did not state.

Employment and progression pathways

While the employment pathways point to the same direction of Tourism, Transport and Hospitality industries for the four qualifications, Only two qualifications mentioned about education progression being the MBA in Tourism Management which identified Doctoral pathway as well as of Master of Commerce in Tourism & Hospitality Enterprise Management from Midlands University in Zimbabwe. MA in Tourism Management from West Minister University in London and Master of Tourism Management from Moi University in Kenya did not indicate.

Overall, the qualification MBA in Tourism Management is well-aligned with the three benchmarked qualifications. By aligning this qualification with international standards or benchmarks, it becomes more likely to be globally recognized and respected. This enhances the credibility of the qualification, making our graduates more competitive in the global job market. This can help attract international students who are seeking educational experiences recognized globally.

REVIEW PERIOD

Every after 5 years

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



BOTSWANA
Qualifications Authority