
	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

SECTION A: QUALIFICATION DETAILS													
QUALIFICATION DEVELOPER (S)		GIPS											
TITLE	BACHELOR OF BUSINESS ADMINISTRATION IN STRATEGIC MANAGEMENT										NCQF LEVEL	7	
FIELD	BUSINESS, COMMERCE AND MANAGEMENT STUDIES		SUB-FIELD		STRATEGIC MANAGEMENT					CREDIT VALUE	4 9 0		
New Qualification					<input checked="" type="checkbox"/>	Review of Existing Qualification							
SUB-FRAMEWORK		General Education		<input type="checkbox"/>	TVET		<input type="checkbox"/>	Higher Education			X		
QUALIFICATION TYPE	Certificate	I	II	III	IV	V	Diploma	Bachelor		X			
	Bachelor Honours			Post Graduate Certificate				Post Graduate Diploma					
	Masters					Doctorate/ PhD							
RATIONALE AND PURPOSE OF THE QUALIFICATION													
<p>RATIONALE:</p> <p>Whereas pillar 1(Sustainable economic development) of Botswana's vision 2036 envisions a high-income country, with an export-led economy, where the service sector is a key contributor to GDP and employment; the key challenge is to expand the contribution of services to exports. It is upon this background that effective strategic management skills and practices are needed to make Botswana's export products reliably reach the export market. The National Development Plan 11 also acknowledges the great importance and need for strategic management skills in the SMEs sector in order for the sector and the country to remain competitive, relevant and recognised across the globe.</p>													

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

Therefore, the Bachelor of Business Administration Degree in Strategic Management is a programme designed to equip the candidates with a broad range of business skills necessary to address today's challenges in the competitive commercial environment and transform them into effective strategic management professionals. This qualification equips students with the necessary skills to comprehend, investigate and resolve management problems.

PURPOSE:


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

- Operate in all the aspects of business administration (management, operations management, human resources, consumer behavior, information systems, finance, and international business)
- Make decisions covering specialized operations such as setting company objectives, evaluating the means of attaining them, formulating, and implementing plans or anticipating outcomes
- Formulate, implement, monitor, control and evaluate the strategy of the organization as informed by the diagnosis process.


ENTRY REQUIREMENTS (including access and inclusion)

Minimum entry requirements:


- Certificate IV NCQF Level 4 (BGCSE) or equivalent.
- Access through Recognition of Prior Learning (RPL) and Credit Accumulation Transfer (CAT) in accordance with institutional RPL and CAT Policies and National Policies.

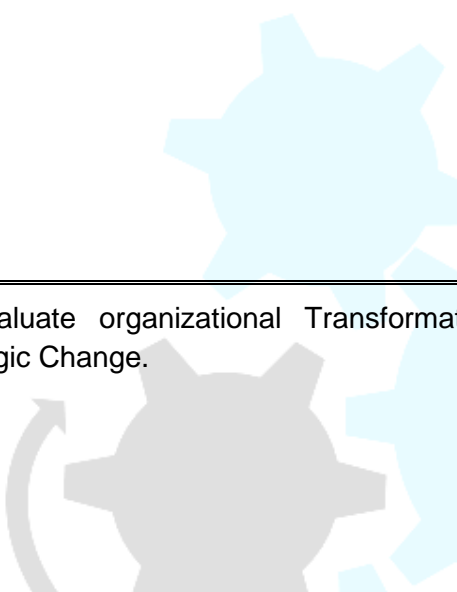
	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021


SECTION B		QUALIFICATION SPECIFICATION	
GRADUATE OUTCOMES)	PROFILE (LEARNING	ASSESSMENT CRITERIA	
On successful completion of the BBA Strategic Management students shall be able to:			
1.1 Create awareness to the changing environmental forces.		1.1.0 Provide techniques and skills needed for dealing with the change in organizations. 1.1.1 Develop primary goals of change programmes. 1.1.2 Identify the need for new organizational reforms 1.1.3 Focus on cultural change and corporate culture. 1.1.4 Identify key concepts of Organizational Development and Change.	
1.2 Develop strategic plans and implement change management strategies.		1.2. Use SWOT to conduct 1.2.1 Environmental analysis. 1.2.2 Formulate a strategic plan 1.2.3 Implement the strategic plan 1.2.4 Evaluate and control the strategy	
1.3 Demonstrate leadership abilities in making strategic decisions and managing risk.		1.3.0 Conduct strategic decisions and analysis 1.3.1 Develop risk contingencies and mitigation strategies	
1.4 Demonstrate an understanding of organizational Renewal: The challenge of change		1.4.1 Recognise the factors contributing to the accelerating rate of change	

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021


	<p>1.4.2 Identify the ways an organization uses renewing processes to adapt to change.</p> <p>1.4.3 Determine individual and group methods of coping with change</p> <p>1.4.4 Understand and apply the socio-technical systems approach to Organizational Development</p>
1.5 Produce a strategic business plan and show ability to evaluate the success of the plan	<p>1.5.1 Analyse external and internal environment.</p> <p>1.5.2 Analyse a case study and draw up a business plan.</p>
1.6 Organization Renewal	<p>1.6.1 Understand Renewal of organizations</p> <p>1.6.2 Discuss Constant Change</p> <p>1.6.3 Identify and explain the consequences of change</p>
1.7.0 Evaluate the Strategic Planning Cycle.	<p>1.7.1 Identify the different stages of the Planning Cycle.</p> <p>1.7.2 Discuss Strategic Control and Financial Control.</p> <p>1.7.3 Distinguish between Strategic Planning and Strategic Control.</p>
1.8.0 Demonstrate an understanding of Strategic Diagnosis.	<p>1.8.1 Describe Strategic Diagnosis and its purpose.</p> <p>1.8.2 Analyze problems that may affect the ability of the organization's survival.</p> <p>1.8.3 Identify Key Performance Indicators.</p> <p>1.8.4 Discuss the concept of Industry / Sector Benchmarking and Best in Class Benchmarking.</p>
1.9.0 Demonstrate an understanding of organizational Effectiveness	<p>1.9.1 Discuss the implications of organizational renewal for today's organization.</p>

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021


		<p>1.9.2. Contrast the differences between a stable and turbulent environment</p> <p>1.9.3. Compare and contrast four types of managerial orientations used in relating to the environment</p> <p>1.9.4. Discuss the sociotechnical system and its five components.</p>
	1.11.0 Evaluate organizational Transformation and Strategic Change.	<p>1.11.1 Identify and discuss organization transformation in relation to the change process.</p> <p>1.11.2 Understand and apply the basic strategy-culture matrix and other approaches to changing the culture to fit the strategy.</p> <p>1.11.3 Recognize the importance of corporate culture and its relation to strategy.</p> <p>1.11.4 Apply the concepts in a management simulation.</p>
	1.12.0 Demonstrate an understanding of the Diagnostic Process.	<p>1.12.1. Identify system parameters and recognize the symptoms, problems and causes of organizational ineffectiveness</p> <p>1.12.2 Recognize the various techniques and gathering information from client systems.</p> <p>1.12.3 Describe the major diagnostic models and techniques used in OD programmes</p>
	1.13.0 Produce and communicate information in a business environment with respect to conventions around intellectual property, copyright and plagiarism	<p>1.13.1 Interpret legal issues around the following:</p> <ul style="list-style-type: none"> > Law of contracts. > Sale. > Credit agreements. > Suretyship. > Trademarks. > Copyright.

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021


	> Competition Act. > Consumer Act.
1.14.0 Demonstrate an intermediate understanding of the economic context and systems within which organisations operate and be able to link them to business opportunities.	1.14.1 Explain concepts such as resource constraints and scarcity, opportunity cost, absolute advantage, comparative advantage as well as terms of trade. 1.14.2 Distinguish between different market forms. 1.14.3 Identify economic trends that can influence the business and marketing of a product or service.
1.15.0 Show an understanding of decision-making in view of challenges faced by leaders as they are often compelled to make strategic decisions.	1.15.1 Define decision-making and explain steps in decision-making. 1.15.2 Distinguish between decision-making and problem-solving. 1.15.3 Discuss decision-making models within given conditions.

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021


SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level [5]	Level [6]	Level [7]	
FUNDAMENTAL COMPONENT <i>Subjects/ Courses/ Modules/Units</i>	Business Communication	5			10
	Principles of Business Management	5			10
	Introduction to Computing and Information Processing	5			10
	Principles of Marketing	5			10
	Principles of Human Resources Management	5			10
	Financial Accounting	5			10
	Introduction to Psychology	5			10
	Business Organization		6		10
	Statistics for Business		6		10
	Principles of Economics		6		10
	Business Environment		6		10
	Research Methodology		6		10
	Business Law – Botswana		6		10
	Public Administration			7	10

 BOTSWANA Qualifications Authority	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021


CORE COMPONENT <i>Subjects/Courses/ Modules/Units</i>	Strategic Management Principles	5			10
	Corporate Governance	5			10
	Conflict Resolution and Crisis Management		6		10
	Strategic Decisions and Risk Management		6		10
	Management Information Systems			7	10
	Strategic Change			7	10
	Strategic Integration			7	10
	Financial Strategy			7	10
	Strategy and Information Systems			7	10
	Project Management			7	10
	Internship			7	80
	Strategic Operations Management			7	10
	Strategic Information Systems Management			7	10
	Strategic Marketing Management			7	10
	Global Strategy			7	10

 BOTSWANA Qualifications Authority	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

	Strategic Human Resource Management			7	10
	Dissertation			7	80
ELECTIVE/ OPTIONAL COMPONENT <i>Subjects/Courses/ Modules/Units</i>	CHOOSE 4				
	International Business			7	10
	Strategic International Marketing			7	10
	Strategic Supply Chain Management			7	10
	Strategic Customer Relationship Management			7	10
	Corporate Strategy			7	10
	Strategic Management			7	10
	Strategic Leadership			7	10
	Leadership			7	10

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	Credit Value
NCQF Level 5	90 Credits
NCQF Level 6	80 Credits
NCQF Level 7	320 Credits
TOTAL CREDITS	490 Credits
Rules of Combination: (Please Indicate combinations for the different constituent components of the qualification)	
<p>The qualification consists of 490 Credits:</p> <ul style="list-style-type: none"> • Compulsory modules at NCQF Levels 5, 6 and 7: 310 Credits • Fundamental modules at NCQF Levels 5, 6 and 7: 140 Credits • 4 Elective Modules at NCQF Level 7: 40 Credits 	

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

ASSESSMENT ARRANGEMENTS

Integrated Assessment:

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

Formative assessment

Formative assessment or continuous assessment contributing towards the award of credits should be based on course outcomes.

The assessment for this qualification will be through different relevant and appropriate methods, as well as suitable for the learning outcomes of the qualification. The contribution of formative assessment to the final grade is 40%.

Summative assessment


Candidates will undergo assessment including written final examination for each module which contributes 60 % of the final mark for that module.

MODERATION ARRANGEMENTS

Moderation takes place in accordance with the institutional Moderation Policy. This Policy provides for a moderation process that verifies that assessments are fair, reliable, valid, practicable and transparent and also evaluates assessor performance.

Moderation must include both internal and external moderation of assessments. Moderation should also encompass achievement of the competence described both in individual unit standards, exit level outcomes as well as the integrated competence described in this qualification.

Internal moderation requirements

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

Anyone assessing a learner or moderating the assessment of a learner against this Qualification and Unit Standards must be registered as an assessor with the BQA.

External moderation requirements

External moderators are engaged by the institution as consultants for two purposes, that is pre-moderation and post –moderation of papers.

RECOGNITION OF PRIOR LEARNING

RPL is conducted in accordance with the institutional Recognition of Prior Learning Policy. This Policy provides processes and procedures by which RPL is conducted.

The assessment processes involved with RPL are the same as those followed for awarding credits in an academic setting. An RPL candidate seeking credits for previously acquired skills and knowledge must still comply with all the requirements as stated in learning modules and learning programmes and qualifications. The difference is the route to the assessment. RPL assessment takes a holistic view of the process of assessment where the context of the learning as well as the context of the person who is being assessed is taken into account.

Students who do not meet the minimum admission requirements, could, under certain conditions, apply for admission based on recognition of prior learning (RPL).

CREDIT ACCUMULATION AND TRANSFER

Access to the Qualification:


Access to the BBA Strategic Management is open to those applicants who are in a possession of a:

NCQF level V Certificate, with endorsement for Degree studies.

Or

Vocational Certificate (NCV) NCQF Level 4, with endorsement for Degree studies.

Or

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

Applicants who are in possession of a foreign qualification that is equivalent to the NCQF level V Certificate as determined by BQA.

Or

Applicants who are in possession of a Diploma: Strategic Management or equivalent (NCQF Level 6).

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

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


- 7.1.1 Bachelor of Commerce in Business Management
- 7.1.2 Bachelor of Commerce in Entrepreneurship
- 7.1.3 Bachelor of Commerce in Economics
- 7.1.4 Bachelor of Commerce in Human Resource Management

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

- 7.2.1 Master of Commerce in Strategic Management
- 7.2.2 Master of Business Administration

7.3 Employment Pathways

- Performance Improvement Coordinator
- Business Strategist
- Internal OD Change Agent
- External OD Change Agent
- Business Analyst
- Strategic Management Analyst
- Project Analyst
- Project Management Coordinator
- Process Coordinator

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

- Management Consultant
- Business Development Coordinator
- Compliance Officer
- Strategic Initiatives Associate

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification

Minimum standards of achievement for the award of the qualification

A candidate is required to achieve the stipulated 490 total credits inclusive of the fundamental, core and elective components, to be awarded a BBA in Strategic Management covered a period of four-years.

Certification


Candidates meeting prescribed requirements will be awarded the qualification in accordance with standards prescribed for the award of the qualification and applicable policies. Candidates who do not meet the prescribed minimum standards may, where applicable, be considered for appropriate exit awards in accordance with applicable policies.

REGIONAL AND INTERNATIONAL COMPARABILITY

This qualification compares with the following:

Comparability Matrix

Criteria	University of Waikato	University of Toronto	University of Riverside	MANCOSA
	BBA STRATEGIC MANAGEMENT	BBA STRATEGIC MANAGEMENT	BBA STRATEGIC MANAGEMENT	BBA STRATEGIC MANAGEMENT

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

	(New Zealand)	(Canada)	(USA)	(RSA)
Credits	360	120	360	360
Duration	3 years	4 years	3 years	3 years
Average Modules/Semester	6	6	6	5

Summary

The University of Waikato in New Zealand offers a three-year BBA in Strategic Management which is worth 360 credits and thus enables students to discern an organization's potential, find new market opportunities, and develop a clear plan to achieve growth and success. The candidates use innovative thinking to help drive organizations forward in fast-paced world that is ever-changing.

Although the qualifications examined generally follow similar structures and standards, there are differences, though not significant, in that the Bachelor of Business Administration in Strategic Management degree programme that will be offered by GIPS. It is a 4-year programme which includes both elements of industrial attachment and a research programme. This qualification generally compares well with the University of Waikato in New Zealand offers a three-year BBA in Strategic Management as the exit outcomes cover similar scope and depth and are aligned to exit-level descriptors typical of this level and type of qualification as done within the region and beyond. What sets it apart from other qualifications examined is that there is provision for research, which is done in last semester. It also incorporates work related attachment, which exposes learners to the real world of work, which they will encounter upon successfully completing the qualification.

The BBA Strategic Management integrates modern business practices, strategy, design and systems thinking, to prepare students for entrepreneurial and management positions in the competitive creative economy. Through presentation and research-based courses, students acquire analytical, communication, collaboration, and management skills in the context of environmental analysis, strategy formulation, implementation, control

	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.P02.GD01
		Issue No.	01
		Effective Date	27.01.2021

and evaluation and other creative fields. Internships, workshops, and collaborative projects offer students the opportunity to work directly with local and international companies.

REVIEW PERIOD

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

