

BQA NCQF QUALIFICATION TEMPLATE

SECTION A: QUALIFICATION DETAILS															
QUALIFICATION DEVELOPER (S)			BOTHO UNIVERSITY												
TITLE		Master of Commerce in Human Resource Management								NCQF LEVEL		9			
STRANDS (where applicable)		N/A													
FIELD		Business, Commerce and Management Studies								CREDIT VALUE		240			
SUB FIELD		Management Studies													
New Qualification				Legacy Qualification						Renewal Qualification				✓	
										Registration Code				Q0135	
SUB-FRAMEWORK		General Education				TVET				Higher Education				✓	
QUALIFICATION TYPE		Certificate	I	II	III	IV	V	Diploma	Bachelor						
		Bachelor Honours			Post Certificate			Graduate			Post Graduate Diploma				
		Masters					✓	Doctorate/ PhD							
RATIONALE AND PURPOSE OF THE QUALIFICATION															
RATIONALE: The continued offering of the Master of Commerce in Human Resource Management is as a response to the need established by Human Resources Development Council Report (2023/2024) on Top Occupations in Demand. The World Economic Forum's 2015 Human Capital Report states "talent, not capital, will be the key factor linking innovation, competitiveness and growth in the 21st century" (NHRDS: 11). The assertion espoused above thus set the platform for effective talent management															

priorities in emerging economies including Botswana. In line with the emergence of this new thinking now represents the explicit approach of the Government to move Botswana from being a successful natural resource-based economy to a new knowledge-based economy characterized by high-level skills, technology transfer, productivity, and innovation (NRHDS, 2009-2022). Therefore, the shift in focus includes public sector reform, privatization, citizen economic empowerment, private sector development, information and communications technology, knowledge absorption and development, research, science and technology, innovation, human capital formation and development, all of which are expected to empower Botswana and reduce dependence on expatriates' skills and competencies (NHRDS, 2009-2022).

The developed qualification provides the graduates with a core foundation training in human resource management, strategic human resource management, human resource planning, job analysis, recruitment and selection, placement, and assessment of performance management.

The development of the Sectorial Human Resource Development Plans and the subsequent development of the National Human Resource Development Plan will also provide an excellent opportunity for a pan sector collaborative approach to human resource development planning which will strengthen the commitment of each partner (Government, Employers, Workers, Educators and Civil society) to work together in addressing Botswana's HRD challenges (NHRDS 2009-2022). Based on the aforementioned, the level of competence that students are expected to achieve is that of professional research scholars contributing to acquisition of broad knowledge and mastery of the field.

The qualification also aligns with global trends, as the World Economic Forum (WEF) Future of Jobs Report 2025 and McKinsey & Company (2024) Technology Trends Outlook identify AI driven modern Human Resource practices and regulatory compliance, as critical emerging skills. In addition, a market survey done by the developer confirmed a strong demand among employers, students, and industry experts.

Enrolment and Application Trends

Year	2022	2023	2024
Inquiries	417	487	654
Applications	97	118	138
Offered	81	92	104
Enrolled	34	47	58

Based on enrolment statistics there is evidence of sustained uptake demonstrating that interest in the qualification remains strong. Inquiries increased significantly in 2023 from 417 in 2022 to 487 in 2023

and 654 in 2024. Furthermore, applications grew significantly from 97 in 2022 to 118 in 2023 and 138 in 2024. There was a significant improvement in the Enrolment Yield in 2023, with a yield of 47 students as compared to 34 in 2022. The enrolment further increased to 58 in 2024.

Graduate outcomes of the qualification are monitored through regular tracer studies, alumni engagement, and employer feedback, using the findings to strengthen curriculum relevance and student support. The graduates of the Master of Commerce in Human Resource Management qualification have demonstrated strong outcomes in both employment and further studies in fact, 62.7% of 25 Masters of Commerce in Human Resource Management that Graduated in 2023 and 2024 are female, while 48.3% are male. 75% of the 25 Graduates are gainfully employed in government on permanent and pensionable basis, human resource managers, human resource practitioners, self-employed and Asset managers in Botswana, Eswatini and Lesotho.

PURPOSE: (itemise exit level outcomes)

The purpose of this qualification is to produce candidates with highly advanced knowledge, skills, competence to

1. Plan, direct, and coordinate human resources and industrial relations activities, policies, and practices in their organisations
2. Plan and organise procedures for recruitment, training, promotion, transfer and dismissal of employees in their organisations
3. Develop and oversee safety, health, and wellness programmes and activities in their organisations.
4. Analyse organizational policies and practices for their alignment with key standards and legislation related to workers' rights, health and safety, and equal opportunity.
5. Plan and oversee the selection, training, and performance of employees for their organisations.
6. Synthesise Human Resource Management Theories and Practices through the application of Research Methods and Techniques to provide solutions to business related problems.

MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

Entry into this qualification is through any one of the following requirements:

1. The minimum admission requirement is a bachelor's degree (TVET/HE) or equivalent.

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2. Applicants that do not meet the above criteria but possess relevant industry experience will be considered through recognition of prior learning (RPL). RPL and CAT will be applied for access and inclusion as per BQA/ national RPL policy.

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SECTION B		QUALIFICATION SPECIFICATION
GRADUATE OUTCOMES)	PROFILE (LEARNING	ASSESSMENT CRITERIA
1. Formulate a compensation strategy that aligns with an organization's business goals and legal requirements.		1.1 Develop a comprehensive talent management plan that includes acquisition, development, and retention strategies to meet organizational objectives. 1.2 Design an equitable compensation and benefits system that aligns with market trends and supports organizational financial goals. 1.3 Formulate a strategic training and development program to address skill gaps and foster continuous learning within the workforce.
2. Solve complex organizational problems in HRM (such as employee retention, employee wellbeing and burnout, diversity, equity, and inclusion, adapting to new technologies like AI) and contribute to overall organisational goals.		2.1 Analyze complex HR challenges, such as employee burnout and retention, by applying diagnostic models to identify root causes in line with HR standards. 2.2 Develop data-driven Diversity, Equity, and Inclusion (DEI) initiatives to address systemic issues and foster an inclusive workplace culture in line with best practice principles. 2.3 Propose strategies for integrating new technologies, like AI, into HR functions

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	to enhance efficiency while managing the impact on employees in accordance with HR principles.
3. Develop effective HR strategies in areas like recruitment, performance management, and labour relations, while applying and upholding sound ethical conduct in the implementation of HR practices in organisations.	3.1 Design an inclusive recruitment and selection strategy that attracts diverse, qualified candidates, aligning with organisational goals. 3.2 Formulate a proactive labour relations strategy to ensure legal compliance and maintain a constructive relationship between management and employees in line with HR standards. 3.3 Integrate ethical principles and professional codes of conduct into the implementation of all HR practices to ensure fairness and transparency in line with best practice principles.
4. Design and implement programmes to improve organisational effectiveness, employee engagement, and overall workforce productivity.	4.1 Evaluate existing employee engagement survey data to identify key areas for improvement in organizational effectiveness in line with HR principles. 4.2 Implement a workforce productivity initiative by introducing new workflows or technologies and measuring their impact on operational output in accordance with best practice principles. 4.3 Design an organizational effectiveness intervention to improve cross-

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	functional collaboration and streamline business processes accordingly.
5. Guide and direct the overall HR function, acting as a strategic partner to senior management to align HR strategies with business objectives.	5.1 Align HR functional strategies with the overall business objectives to support organizational growth and sustainability in line with best practice principles. 5.2 Advise senior management on human capital issues by providing data-driven insights and strategic recommendations in line with best practice principles. 5.3 Develop an HR strategic plan that aligns workforce capabilities, technology and investment with long-term business objectives in accordance with HR rules.
6. Evaluate HRM related social, cultural, ethical and environmental responsibilities and issues in a global context.	6.1 Evaluate the impact of cultural differences on HR practices within a multinational organization to recommend culturally sensitive policies in line with best practice principles. 6.2 Develop an HR-led CSR and sustainability plan that addresses ethical labour, health and safety, and environmental responsibilities across global operations in accordance with HR requirements.

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	6.3 Formulate and justify organisational response to international HR issues that satisfies local law and global governance standards.
7. Lead and manage organisational change initiatives by developing and implementing strategies for successful transitions and employee adoption.	7.1 Develop a comprehensive change management strategy that addresses communication, stakeholder engagement, and potential resistance in line with best practice principles. 7.2 Lead the implementation of an organizational change initiative by guiding teams and managing the transition process effectively in accordance with HR requirements. 7.3 Design interventions, such as targeted training and support mechanisms, to foster employee adoption of new processes or systems in accordance with HR requirements.
8. Conceptualize and justify appropriate processes and systems, informed by independent research and critical thinking, to effectively enhance the organizational adoption of proven Human Resource Management and leadership practices.	8.1 Critically examine various research approaches to produce appropriate systems, theories, practices, principles and recommendations for predicting the implications of different circumstances and improving decision-making in organisations. 8.2 Design research tools and theoretical frameworks to resolve leadership, Human Resource Management, legal and other business-related problems facing modern organisations. 8.3 Apply various ethical model scenarios to enhance the use of ethical approaches and principles in decision-

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	making and learn how to solve complex challenges in organisations. 8.4 Examine relevant literature to effectively handle the negative and positive effects of Corporate Reporting, Governance and Accountability for the business.
9. Apply business research skills to develop a substantial academic and professional work, that adheres to academic standards, contributes to the body of knowledge and solves complex, practical organisational and national problems.	9.1 Examine Human Resource Management practices to provide solutions to practical complex organisational or national problems. 9.2 Examine the research methods used to gain an understanding of how to solve practical complex organisational and national problems. 9.3 Examine quantitative and qualitative methods and techniques to understand how they are applied in Human Resource Management research. 9.4 Critique research methods to understand their application in Human Resource Management research. 9.5 Illustrate research approaches and philosophies to ensure consistency in research processes.

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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level 7	Level 8	Level 9	
FUNDAMENTAL COMPONENT					

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Subjects/ Courses/ Modules/Units					
CORE COMPONENT Subjects/Courses/ Modules/Units	Environmental Sustainability and Climate Resilience		10		10
	Contemporary Dynamics in Leadership Development		10		10
	Human Resource Management			20	20
	Training and Development			10	10
	Human Resource Planning and Development			10	10
	Employment Law and Industrial Relations			20	20
	Strategic Human Resource Management			20	20
	Performance and Reward Management			20	20
	Contemporary Issues in Work, Employment and People Management			10	10
	Cross Cultural Management			10	10
	Change Management			10	10
	Research Methods			20	20
	Dissertation			60	60

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STRANDS/ SPECIALIZATION	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits
		Level 7	Level 8	Level 9	
1.					
2.					
Electives	Managing Equality and Diversity			10	10
	Counselling and Coaching at the Workplace			10	10
	Management of Safety and Health			10	10
	Managing Organisations			10	10

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
Level 8	20
Level 9	220
TOTAL CREDITS	240

Rules of Combination:

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

Upon successful completion of the qualification and having completed all the 240 credits in the Master of Human Resource Management and having successfully defended the proposal and final dissertation (viva voce). Botho University is committed to awarding a Master of Commerce Degree in Human Resources Management Certificate.

Pre-Requisite:

Business Research Methods, which is Proposal, based is a prerequisite for the Dissertation. The Non-Research Modules do not have prerequisite.

The learner should complete all 13 core modules (230 credits) and 1 elective (10 Credits) module.

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ASSESSMENT ARRANGEMENTS

Assessment is conducted by Assessors who have been registered with the Botswana Qualifications Authority (BQA).

FORMATIVE ASSESSMENT (50%)

The contribution of formative assessment to the final grade shall be 50%

SUMMATIVE ASSESSMENT (50%)

The contribution of summative assessment to the final grade shall be 50%

MODERATION ARRANGEMENTS

Moderators who have been registered with the Botswana Qualifications Authority (BQA) conduct moderation.

Internal and external moderators to be engaged will be BQA accredited subject specialists in relevant fields with relevant industry experience and academic qualifications. To be appointed assessor or moderator in the Master of Commerce in Human Resource Management programme, one should be a PhD holder in Human Resource Management or any other relevant discipline.

Both internal and external moderation shall be done in accordance with applicable policies and regulations.

RECOGNITION OF PRIOR LEARNING

This is recognition of prior learning (RPL) for the award of credit towards graduation in the MCom HRM qualification. There shall be exemptions for the award of the qualification in RPL in accordance with institutional policies in line with the National RPL Policy.

Candidates may apply for RPL whether such learning has been gained through formal study, workplace learning, or through any other formal or informal means. The exemption will be awarded on a case to case to basis.

CREDIT ACCUMULATION AND TRANSFER

This is recognition of credit accumulation and transfer (CAT) for the award of credit towards graduation in MCom in HRM qualification. There shall be exemptions for the award of the qualification in CAT in accordance with institutional policies in line with the National CAT Policy.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathway

Vertical

Completion of the Master of Commerce in Human Resource Management meets the requirement for vertical progression and admission to a Doctoral Degree in Human Resource Management.

Horizontal

Graduate can proceed to study qualifications such as Masters in Talent Management, master's in management, Master's in Psychology and Master's in Industrial Relations.

Employment Pathway

The qualification will produce post-graduates suitable for positions such as:

- Human Resource Managers
- Human Resource Planner
- Training and Development Manager
- Human Resource Development Executive
- Researcher
- Clients Relationship Manager
- Prospective Business Managers.

QUALIFICATION AWARD AND CERTIFICATION

- There will be an issuance of Master of Commerce in Human Resource Management certificates to graduates upon completion of 480 credit, including electives. An official transcript will be issued out to those who do not meet the requirements

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

The developed qualifications has been benchmarked with the University of Johannesburg (UJ) (regionally), and Swinburne University (SU) in Australia (internationally)

The similarities among the UJ qualification, SU qualification, and the developed qualification can be found in the modules. All the three qualifications have similar modules including Training and Development, Human Resource Management, Employment Law and Industrial Relations, Change Management and Cross-Cultural Management. Learning and Employment pathways of the programmes for the three universities and the domain modules are similar. These include Human Resource Management, Training and Development, Human Resource Planning, Performance and Reward Management, Environmental Sustainability and Climate Resilience, Contemporary Dynamics in Leadership Development and Contemporary Issues in Work, Employment and People Management.

The exit outcomes for the three qualifications involve the design and development of research agenda, which leads to professional development and collaborative efforts. Also, the qualifications of the three universities involved industry stakeholders in curriculum design and implementation. Similarly, the exit outcomes are to create opportunities for management and business partnerships in Human Resource Management.

The three qualifications are at AQF (SU) NQF (UJ) and NCQF (developed qualification) Level 9, with a minimum of 240 credits for the developed qualification, 180 credits for UJ qualification and 200 credits for SU qualification.

While there are explicit similarities between the UJ and SU qualifications on one hand, and the developed qualification on the other, there are also inherent differences. For example, the UJ Master's in Human Resource Management does not have Sustainability module, while the developed qualification has Climate Change and Sustainability module. The formative assessment and the summative assessment for the UJ and SU qualifications is 60% and 40% respectively, while the formative and summative assessments for the developed qualification is 50% and 50% respectively.

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REVIEW PERIOD
This qualification will be reviewed after 5 years upon registration.

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For Official Use Only:

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