Identified Competency Focus Areas and Core Courses for National Exit Examination:

Program: Bachelor of Arts Degree in Management

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1. Introduction

Management is a crucial element in economic growth of a country. It brings together the factors of production: money, machinery, men, methods, markets and material to enable the country to experience economic development. A country with enough capital, manpower and other natural resources can still be poor if it does not have competent managers to combine and coordinate the resources. To produce the competitive managers, the exit exam is found necessary to measure the competency of management graduates.

This guideline is prepared to identify focus areas for Exit Exam for Management graduates as part of the structural reform that envisions creating an enabling environment for universities to carry out their mission efficiently and effectively and become a source of knowledge, research and innovation, according to the ministry of education.

This guide aims to measure the graduates if they acquired both theoretical knowledge and practical know-how pertinent to management profession to make sure that they are competent nationally and internationally as can be reflected through graduates' cognitive ability, interpersonal skill, numeric skill and research working skill. This document is also intended to measure the Program effectiveness of all public and private higher education institutions engaged in delivering Bachelor of Arts Degree in Management program in order to implement the Ministry of Education's vision and achieve competitiveness by developing their outputs.

Measuring the effectiveness of Management program and graduates leads promotion in local competition, regional and global, especially if the scientific controls that lead to a real evaluation are taken into account. It leads to honest results that reflect the true levels of these outputs to meet the needs of the labour market as well as providing feedback, based on a careful interpretation of the results, through which weak areas can be reconsidered to be treated. Thus, exit exams for

graduates program is the most important tools that provide an honest reading of the level of program outcomes; this is because it aims to measure the learning outcomes of management program that the target audience has been studying over years, for a Bachelor's degree in Management program.

Objectives of Exit Examination

Introduction of exit exam in Ethiopian higher education system will enables HEIs to produce competent graduates in all programs. It is also important to assure quality of education in the sector. The following are the major objectives Exit Examination:

- To measure the extent to which the skills needed for employment have been achieved among the Undergraduate Management students

- To ensure students' achievement and improve quality of education;
- To improve the relevance of academic programs and institutional performance;
- To assess whether higher education graduates attain the graduate profile or not
- To produce skilled and competent manpower for local, national, and international markets;
- To ensure that graduates achieve the required learning outcomes and hence meet the graduate profile of the curriculum;
- To provide a platform as a quality monitoring tool in the form of certification of competence for employment;

It is important to set competency areas of the subject matter (program) in order to measure the how much graduates are acquired with skills, knowledge and attitudes. The following shows us the significance or setting competencies and identifying core courses of the program;

- To set competencies that helps to assess the basic skills, knowledge and attitude of graduating students;

- To systematically identify the core courses which will be included the exit exam;

2. Expected Profiles of Graduates'

The program is aimed at producing graduates that can have adequate knowledge, skills and attitude towards application of management concepts. Specifically:

- Capable of making rational decisions to solve organizational problems and manage conflicts.
- Capable to manage human resources of an organization competently by understanding individual differences, group behaviour and organization level behaviour.
- Motivated for creativity, innovation and management of projects.
- Design appropriate and robust strategies to shape or cope up with changing organizational environment.
- Capable of planning, organizing, directing and controlling the activities of all types of organizations.
- Responsive and effective in working with and through others by developing an understanding of common goal.
- Manage material resources and operations of an organization.
- Conduct research and consultancy service in management and related areas and offer training for those who are in need of it.
- Manage financial resources of the organization by applying financial principles.
- Capable of using decision-making models in organizational decision-making.
- Capable of understanding the legal, social and ethical responsibilities associated with the management of all types of organization.
- Capable of using information communication technology in utilizing and managing organizational resources.

- Analyse transaction, summarize, record and interpret accounting data for managerial decision-making.
- Apply fundamental economic concepts and models in organizational and managerial decisions.
- Apply fundamental marketing concepts and marketing management approaches in domestic as well as international marketing issues and practices.
- Capable of collecting, analysing and interpreting statistical data using various statistical tools for managerial decisions.

3. Competencies and Learning Outcomes

Knowledge

- Describe the basic concepts, the nature, principles, functions and practices of management.
- Describe basic concepts of project planning and analysis.
- Explain the basic concepts, principles and practices associated with formulation and implementation of appropriate and robust strategies to shape or cope up with changing organizational environment.
- Understand the concepts, techniques and applications of materials, production and operations management.
- Understand financial resource acquisition and their effective utilization in managing an organization.
- Understand fundamental economic concepts and models in managerial decision-making.

Skills

- Ability to make rational decision by understanding decision-making process, and different classifications of decision-making settings and environments.

- Ability to competently mange Human resource through understanding major principles and techniques of Human resource management system.
- Develop skills in communicating, influencing and negotiating with peers, subordinates and senior managers in an organization.
- Ability to prepare an effective business model/plan and explain the concept, components and importance of creativity and innovation in organizations.
- Differentiate types of data, data collection methods, analysing and interpreting data using various statistical tools for managerial decisions.
- Use various quantitative analysis techniques and tools for supporting managerial decisions.
- Use information communication technology in utilizing and managing organizational resources.
- Apply fundamental marketing concepts and marketing management approaches in domestic as well as international markets.

Attitudes

- Ability to manage conflict through understanding the concept, nature, types, causes of conflict and Distinguish among different types of conflict management strategies in organizations.
- Responsive and effective in explaining, predicting, influencing and managing human behaviour when working with and through others in the organization.
- Understand the legal, social and ethical responsibilities of an organization to address the need of various stakeholders.

4. Courses to be Included in the Exam

The major courses that aim to measure the competency of graduates are expected to be part of the exam. The examination will basically focus to evaluate the skill, knowledge and attitudes of graduates that enable them

to perform the desired competency. Based on the identified competencies and the nature of the program the courses offered under the management department are categorised under five themes. The following are the major themes that all undergraduate courses are categorised.

Theme 1: Fundamentals of Management, Marketing and Information

Theme 2: Human Resource and Organizational Behaviour

Theme 3: Innovation, Strategy and Project Management

Theme 4: Business research and Management Science

Theme 5: Financial, Operations management and Managerial economics

There are fifteen courses grouped under the five themes that are going to be part of the exit examination. There are three course under each themes that are identified to measure the competencies of graduates from management department.

The lists of courses to be included in the exam are listed as follows:

R.No.	**Course Name**	**Course Weight Cr.Hrs./ ECTS**
Theme 1: Fundamentals of Management, Marketing and Information		**(9/15)**
1	Introduction to Management	3/5
2	Principles of Marketing	3/5
3	Management information systems	3/5
Theme 2: Human Resource and Organizational Behaviour		**(9/15)**
1	Human Resource Management	3/5
2	Organizational Behaviour	3/5
3	Leadership and Change Management	3/5

R.No.	Course Name	Course Weight Cr.Hrs./ ECTS
Theme 3: Innovation, Strategy and Project Management		**(9/15)**
1	Entrepreneurship	3/5
2	Strategic Management	3/5
3	Project Management	3/5
Theme 4: Business research and Management Science		**(13/21)**
1	Business Research Methods	3/5
2	Statistics for Management I & II	6/10
3	Mathematics for Management	4/6
Theme 5: Financial, Operations management and Managerial economics		**(10/16)**
1	Operations management	4/6
2	Financial Management	3/5
3	Managerial Economics	3/5

5. Conclusion

The contents of this document is prepared based on the four-year curriculum developed and offered to students that have been admitted from preparatory programs starting in the 2020 academic year with the implementation of the new Educational Road Map of the country. An attempt was also made to get Information inputs from resources provided by the Ministry of Education on Exit Exam.

The National Harmonized Management curriculum consists of three course structures namely: General Foundational, Core and Supportive courses, which totals 51 courses. Therefore, the focus areas for the Exit

exam has been identified by taking into account the program objectives, the graduates' profile, and the learning outcomes expected from the graduates of the program. Hence, out of 51 courses, 15 Core courses has been identified as focus areas for the Exit exam and courses are categorized into 5 different themes based on their similarities. Courses and course themes can be adjusted/updated based on changes that might take place in revising the current curriculum.