

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

**Program: Bachelor of Arts Degree in Logistics and Supply Chain Management**

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# **Introduction**

With the intention to upgrade quality of university education, the Government of Ethiopia recently made a sweeping change in undergraduate program by revising the curricula across the board and extending by one year the undergraduate education. This change brought about the need to put in place a new and strong monitoring and quality control mechanism to arrive at the same intended need. The Logistics and Supply Chain program is one of those programs affected by the sweeping change.

In parallel, changes at national and global level necessitated quality education programs in Logistics and Supply chain Management. Currently, Ethiopia is pushing towards industrialization hugely investing in industrial parks, hydroelectric projects, transport infrastructure, and dry port development. In the coming periods, demand for logistics professionals is expected to increase in terms of both quantity and quality.

At global stages, the need for integration among global companies and nations grows in intensity in the wake of events promoting common global agenda such as sustainability, healthy life, technology sharing, security, and resource sharing. Nowadays, companies are forming more and more global supply chains and operate in a more complex and dynamic environment.

Such events and reality necessitate workforce equipped with knowledge, skill and attitude in the field of logistics and supply chain management. Therefore, the program is created to produce qualified and competent people in the area of Logistics and Supply chain Management.

The accelerated rate of change in the world economy is driven by an empowered consumer; a shift in economic power toward the end of the supply chain; deregulation of key industries; globalization; and technology. All of these forces of change elevated the importance of Logistics and Supply Chain Management as a strategic weapon for competitive advantage.

In line with world economic growth, Ethiopia demands large number of qualified logistics and supply chain managers that play their own role for the continuity of this growth, especially when the scarce number of professionals on the areas (transportation, procurement, inventory control, logistics management, supply chain management, and business operation.

Especially the fast economic growth buoyed by massive expansion to the transportation sector and dry ports at various places created complexity of logistics and port operations, which in turn calls for competent professionals in Logistics sector. Given Ethiopia has been ranking low in Logistics performance index for years with the lowest points on competency dimension, the need for well controlled quality education program cannot be discounted. Moreover, the divide between the university education system and the industry practice has long been vivid in the logistics sector, leading to the frustration of employers due to ill practice-oriented graduates coming from universities.

In light of the above, the Logistics and Supply chain Management program is generally designed to produce well qualified, competent, responsible and ethical logisticians and supply chain management experts who will work in public, business, and non-governmental organizations. As part of the measure to ensure its objective, the BA program of Logistics and Supply Chain Management is proposed to have exit exam to be administered on its graduates. This guideline pertains to exit exam and involves this introduction, graduate profile, list of courses, themes of courses, and conclusion.

# **Graduate Profile of Graduates’**

Upon completion of the program, a successful graduate shall sufficiently match the following profile:

As a graduate of this program, you will be prepared for a career as an analyst, manager, or specialist in business organizations. Specifically, the program is designed for those who plan a professional or managerial career in the field of logistics and supply chain management. Such as,

* Purchasing manager
* Procurement analyst
* Inventory manager/controller
* Inventory Planner/Analyst
* stores and receiving manager
* Ware housing and material handling manger
* Custom clearing operations manger
* logistician
* Transport manager
* Supply chain manager
* Production/Operation Manager/Supervisor
* Consultant and trainer in procurement, transportation, production planning & scheduling and materials management
* Consultant in logistics and supply chain management institution

# **Competency and Learning Outcomes**

In today’s competitive environment, managing the supply chain and effectively controlling supply chain costs is critical for every business. Then, this will create a demand for employees with current skills and knowledge on how to effectively manage the supply chain. This program could provide graduates with a solid grounding in important business skills and knowledge. The program is expected to impact student in four areas:

**Knowledge:** understanding of core concepts in Logistics and Supply Chain Management

**Core Skills:** Developing numeracy, computational, analytical, negotiation, and language skills

**Professional skill:** developing skills related to undertaking operational activities such as customs clearing, inventory planning, warehouse operations, fleet management, etc

**Behavior:** Promoting adherence to moral codes and professional ethics.

The following diagram enlists the specific competency required in each learning domain.

***Figure 1: Competency required for BA program in Logistics and Supply Chain Management***

Based on the above competency requirement, the program is specifically designed to achieve the following learning outcomes in each learning domain; these are the ability to:

**Theoretical knowledge**

1. Identify and differentiate basic management function and guiding theories;
2. Describe the basic concepts in the field of logistics and supply management;
3. Design, strategize, and manage supply chain operations;
4. Identify, monitor, track, and analyze global trends affecting logistics and supply chain;

**Professional skill/competency**

1. Develop operations planning and exercise control;
2. Coordinate activities of operation, inventory, procurement, transportation, customs clearing with in a particular company and across business within the supply chain;
3. Handle both domestic and foreign procurement;
4. Design, analyze, and operate transportation system;
5. Undertake effective negotiation and contract administration;

**Core business skill**

1. Apply numerical and analysis tools in operations, inventory, and risk management related to supply chain;
2. Demonstrate effective business communication skill of writing, listening, speaking in negotiation as well as in routine office communications;
3. Make sound operational decisions based on acceptable analysis;
4. Demonstrate computational skills in handling e-commerce and supply chain information system;
5. Apply data collection, analysis, and report writing skill following scientific research procedure;

**Behavioral competency**

1. Appreciate the value of work ethic especially in managing business operations;
2. Apply acceptable degree of professional skill and code of conduct in procurement, customs clearing, negotiation, and contract administration;
3. Apply motivation techniques in undertaking logistics and supply chain management activities either individually or in a team;
4. Promote social responsibility in ensuring sustainable logistics and supply chain.

# **List of Courses for Exit Exam**

The Logistics and Supply Chain Management has 54 courses classified in to common, elective, and major courses. The entire classification and the list of courses are indicated in the subsequent tables.

From the above exhaustive list of courses, the following courses are selected for exist exam based on the intended learning outcomes and competency sought for the program.

**Table 3: List of identified courses to be included in exit exam**

| R.No. | Module Title | Module Number | Credit Hours | ECTS |
| --- | --- | --- | --- | --- |
|  | Fundamentals of Logistics Management | LSCM2051 | 3 | 5 |
|  | Essentials of Supply Chain Management | LSCM2061 | 3 | 5 |
|  | Ecommerce and Supply Chain Information System | LSCM3062 | 3 | 5 |
|  | Negotiation & Contract Management | LSCM2081 | 3 | 5 |
|  | Government Procurement | LSCM3083 | 2 | 3 |
|  | Foreign Procurement | LSCM3084 | 2 | 3 |
|  | Transportation Management | LSCM3092 | 3 | 5 |
|  | Customs Clearing & Freight Forwarding Management | LSCM4094 | 3 | 5 |
|  | Sustainable Supply Chain Management | LSCM4102 | 2 | 3 |
|  | Inventory Management | LSCM3121 | 3 | 5 |
|  | Operations Management | LSCM 4122 | 4 | 7 |
|  | Introduction to Management | MGMT 2013 | 3 | 5 |
|  | Organizational Behavior | MGMT 2082 | 3 | 5 |
|  | Research Methods in Logistics & Supply Chain Management | LSCM3151 | 3 | 5 |
|  | |  |  |  |

# **Course Themes**

The fourteen courses selected for exist exam are categorized into seven themes following the modular structure of the curriculum. Accordingly, the following table shows the course classification with in teams. Additionally, the table presents the level of focus of each course and the respective exam with respect to each learning domain as high, moderate, and low, indicating specifically the type of competency required from graduates.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| M.no. | Module Title | Knowledge | Skill/(professional competency) | Attitude |
| 1 | **Fundamentals of Logistics Management** |  |  |  |
| Course1: Fundamentals of Logistics Management | **High**  *Logistics system* | **Low** | Low |
| 2 | **Supply Chain Operations and Strategy** |  |  |  |
| Course 1: Essentials of Supply Chain Management | **High**  *Supply chain* | **Low** | Low |
| Course 2: Ecommerce and Supply Chain Information System | **Moderate**  *Global trend* | **High**  *Computational* | Low |
| 3 | **Strategic Sourcing and Procurement Management** |  |  |  |
| Course 1: Negotiation & Contract Management | **High**  *Business operation* | **High**  *Negotiation, Communication, (procurement)* | Moderate  *Professionalism* |
| Course 3: Government Procurement | **High**  *Business Operation* | **High**  *Decision making, (Procurement)* | High  *Professionalism, Social responsibility, Work ethic* |
| Course 4: Foreign Procurement | **Moderate**  *Global trends, Business operation* | **High**  *Communication, Negotiation, Analytical, (procurement, customs clearing)* | Moderate  *Professionalism* |
| 4 | **Logistics Services Management** |  |  |  |
| Course 2: Transportation Management | **High**  *Logistics systems* | **High**  *Analytical, Decision making, (transportation, material handling, operation planning & control)* | Low |
| Course 4: Customs Clearing & Freight Forwarding Management | **Moderate**  *Business operation* | **High**  *Computational, decision making, (customs clearing)* | Moderate  *Professionalism, Work ethic* |
| 5 | **International Issues in Logistics and Supply Chain Management** |  |  |  |
| Course2: Sustainable Supply Chain Management | **Moderate**  *Supply chain, strategy* | **Low** | High  *Social responsibility* |
| 6 | **Operations and Inventory Management** |  |  |  |
| Course 1: Inventory Management | **Moderate**  *Supply chain, business operations* | **High**  *Numeracy, analytical, decision making, computational, (Inventory control, store, material handling)* | Low |
| Course 2: Operations Management | **High**  *Management, strategy, business operations* | **High**  *Numeracy, analytical, decision making, computational, (Operations planning & control)* | Moderate  *Motivation, work ethic* |
| 7 | **Management Theories and Practice** |  |  |  |
| Course 1: Introduction to Management | **High**  *Management* | **Low** | Moderate  *Professionalism, motivation* |
| Course 3: Organizational Behavior | **Moderate**  *Management* | **Moderate**  *Communication, Negotiation* | High  *Work ethic, motivation* |
| 15 | **Business Research and Its Application** |  |  |  |
| Course 1: Research Methods in Logistics & Supply Chain Management | Low | High  *Numeracy, analytical, research* | High  *Professionalism* |

# **Conclusion**

The Logistics and Supply Chain Management graduates need to embrace the basic competencies in terms of theoretical knowledge, business skills, behavioral competency, and professional competency. They are expected to possess knowledge on management, strategy, supply chain, logistics, business operations, and global trends; they need to have numeracy, analytical, communication, computational, decision making, negotiation, and research skills; they need to exhibit professional competency on inventory control, procurement, stores management, transportation management, customs clearing, materials handling, and operations planning and control. Behaviorally they need to demonstrate high level of work ethic, professionalism, motivation, and commitment to social responsibility.

The quality of logistics and supply chain management education, therefore, can be partly be monitored through the measurement of possession of such competencies by the graduates of the field. To this end, exit exam is sought for BA graduates of Logistics and supply Chain Management.

The exit exam, thus, needs to be aligned with the enlisted competencies that in turn are carefully matched with the following list of courses. While each course may address any of the four competencies, exam questions need to be weighted commensurate with the level of competency the course is intended to impact as indicated in the preceding section.

Generally, the exit exam administration needs to follow the following principle:

* Exit exam needs to be taken from the selected courses
* The exam questions need to be focused and weighted based on the competency level required in each learning domain
* Sub topics shall be chosen based on the competency level required
* Exam bank system should only be applied in the presence of strong security/strictly tight and professional selection mechanism
* Exit exam needs to be evaluative rather than prohibitive
* It needs to be given following graduation