

Tracer Study Report

(Graduates of 2020)

Submitted to:

University Grants Commission

Sanothimi, Bhaktapur

Submitted by:

Mahakavi Devkota Campus

Sunwal, Nawalparasi

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Acknowledgement

Mahakavi Devkota Campus could not have undertaken this tracer study without the continuing support of University Grants Commission Nepal and we would like to express our gratitude to graduates of 2020 of MDC who provided us all the required information for the completion of this report. Our thanks also goes to MDC administration, faculty members and HERP-Task sub-committee for their kind cooperation and valuable suggestions.

Executive Summary

This report has been prepared as the **Tracer Study Report** of the graduates students from Mahakavi Devkota Campus, Sunwal, Nawalparasi of 2020 from the Faculty of Management, Education and Humanities & Social Science. The report has been divided into five chapters. The first chapter is introductory. The Second one presents and analyses the data. The third chapter provides the major findings of the report. The fourth chapter provides major implication to institutional reforms and fifth chapter draws the conclusion and suggests some recommendations. The aim of writing this report was to find out the issues related to the quality and relevance of higher education. The study was also aimed to use the report for the formulation and amendments of its strategic plan as per the needs and expectation of market and the society. In order to get the needed information, both quantitative and qualitative methods were employed for data collection and a questionnaire for interviewing was conduct to make sure the right information could be collected. The notice for tracer study was shared using the social media/facebook. Those who aren't in contact were contacted through telephone. Required information was collected, individual forms were filled through face to face interview & telephone conversation. All the selected information was compiled, analyzed and evaluated and the final report was prepared.

Among 36 graduates, has responded. Among them, 19 were from Management faculty, 15 were from Education faculty and 2 student was from Humanities and Social Science 44.44 % out of those 36 graduates are currently employed in the market. 18.18 % of graduates are pursuing higher studies. Concerning the relevance of the academic program offered by the college, 74.54 % of the graduates considered it as relevant to them to meet their professional requirement. Most of the graduates considered that the status of canteen/urinals is weak at Mahakavi Devkota Campus.

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ABBREVIATIONS

MDC	Mahakavi Devkota Campus
UGC	University Grants Commission
T.U.	Tribhuvan University
E	Employed
U	Unemployed
S	Studying
No.	Number
BBS	Bachelor of Business Studies
B.Ed	Bachelor of Education
BA	Bachelor of Arts
EDJ	Educationally Disadvantage Janajaties
ED	Educationally Disadvantage
D	Dalit
HERP	Higher Education Reforms Project
%	Percentage
B.S.	Bikram Sambat
A.D.	Anno Domini

Appendix

- Annex: 1 Tracer Study Profile of Mahakavi Devkota Campus (Management)
- Annex: 2 Tracer Study Profile of Mahakavi Devkota Campus (Education)
- Annex: 3 Tracer Study Profile of MDC (Humanities & Social Science)

CHAPTER: ONE

1. Introduction

1.1 Background of the Study.

Mahakavi Devkota Campus (MDC) is a not-for-profit institution established in 2060 B.S. (2003 A.D.). The institution is located in Nawalparasi district at Sunwal Municipality. MDC is an innovative and emerging leader in higher education in this area. At present, the institution has been providing higher education to the students of Province No.5. The college has been offering its services in the stream of Management, Education and Humanities & Social Science at Bachelor levels.

MDC has already conducted its first and second Graduate Tracer Study program of the graduates of 2015, 2016 and 2017 respectively following the suggestions and inspiration of UGC. This study is its third attempt and the continuation of its regular tracer study program. The aim of this study is to help the institution find out the whereabouts of its graduates and identify the effectiveness of the program offered to them as well as gather feedbacks for further improvements.

The study has focused on the quality of higher education service provided to the students and its role in job-seeking, the length of time graduates took before getting employed, and the relevancy of the programs offered by the campus at their work areas the conditions under which the graduates have been employed. Additionally, the study is expected to help identify the programs that are still relevant to current market demands and provide feedback for future improvements.

1.2 Objectives of the Study

The overall objectives of the study are to obtain a better understanding of the employment status of the graduates as well as to identify the issues related to employment experiences, expectations and aspiration of graduates. One of its aim is also to find out the issues related to the quality and the relevance of higher education. The study has also aimed at using the study report for the formulation and amendments of its strategic plan as per the needs and expectation of market and the graduates. Thus, the study will explore the following:

- Investigate employment status of the graduates of 2020.
- Find out the kinds of programs the graduates are pursuing afterwards.

- Relate the experience and views of graduates as they evaluate MDC teaching and learning materials, institutional facilities and curriculum, in order to plan for future improvement.

1.3 Institutional Arrangements to conduct Study

MDC has been selected for the Higher Education Reform Project by UGC on nationwide competition on second phase. Since its selection, it has been conducting various assigned tasks to it; preparation of Graduates Tracer Study Report is one of them. MDC has already conducted its first and graduates' Tracer Study Report of the year 2015,2016 and 2017 respectively. The current Tracer Study Report is of 2020.

1.4 Graduate Batch Taken for the Study

The total number of graduates in 2020 in this institution is 36 from different faculty i.e. Management, Education & Humanities & Social Science. This batch has been studied in this tracer study.

1.5 Data collection - Instruments and Approach

The study has focused on the quality of higher education service provided to the students and its role in job-seeking, and the relatedness of the programs offered by the campus and their work areas, and the condition under which the graduates have been employed. In addition, the study is expected to help identify the programs that are still relevant to current market demands. The findings of the study are to analyze the strengths and weaknesses of the College programs, and the relationships between education/ training and labor market needs. Hence, the methodology for this study is driven by the above issues and it is supposed to promote better understanding of the graduates' employability.

In order to get the needed information, both quantitative and qualitative methods were employed. Data were collected through questionnaire and interview. The Tracer Study subcommittee collected the graduate list of 2020 from the Faculty of Management, Education and Humanities & Social Science. The notice for tracer study was shared using the social media/ face book. Those who could not come in contact were contacted through telephone and email. All the selected information was compiled, analyzed and evaluated and the final report was prepared.

1.6 Scope and Limitations of the Study

The total number of the graduates in 2020 from different streams of Mahakavi Devkota Campus was 36. The graduates from Faculty of Education were 15. The graduates from Faculty of Management were 19. The graduates from Faculty of Humanities and Social Sciences were 2. Although the study includes only 36 graduates, involved to study this report.

The study was made upon the graduates of 2020 MDC. It had following limitation.

- This tracer study was conducted to the graduates of 2020 of MDC only.
- The study was conducted within a time period.
- The graduates who couldn't be reached / contacted had been left out in this study.
- Face-to-face interview, social media, and telephone contact/conversation were the key tools of data collection.

CHAPTER: TWO

2. Data Presentation and Analysis

2.1 Employment Status of the Graduates

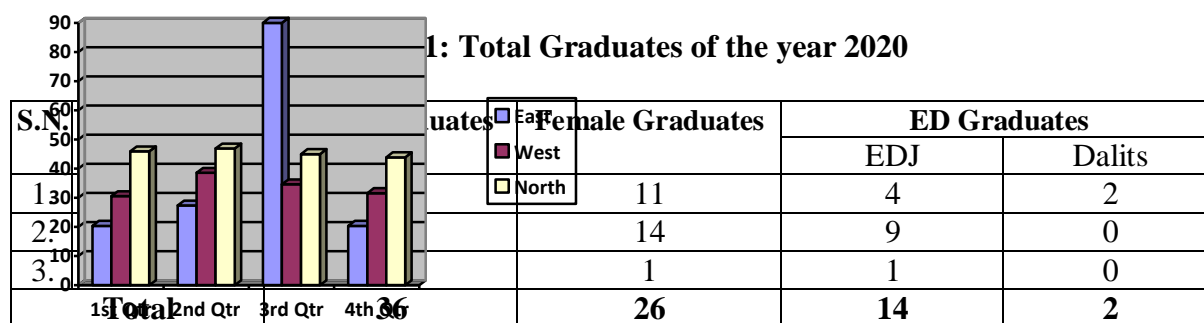
The institution (MDC) has taken the graduates of 2020 for this Tracer Study as it had already conducted its first tracer study of the year 2015. This Tracer Study is carried upon the graduates of Mahakavi Devkota Campus from the Faculty of Management, Education & Humanities & Social Science. The total numbers of the graduates in 2020 were 36. The graduates from Faculty of Education were 15, Out of which 14 were the female graduates and 1 were male graduates. Out of 15, 9 graduates belonged to educationally disadvantaged groups. The graduates from Faculty of Management were 19, Out of which 12 were the female graduates and 7 were male graduates. Out of 19, 4 graduates belonged to educationally disadvantaged groups, and 2 of them was dalit. All 2 graduates from Faculty of Humanities and Social Sciences were 1male and 1 female out of which 1 belonged to educationally disadvantaged groups. None of them was dalit.

2.1.1 The Catchment Area

Mahakavi Devkota Campus is located in the Nawalparasi district. The Campus is providing higher education courses to the students surrounding this area. The catchment area of Sunwal Municipality, Ramgram Municipality, Sarawal Rural Municipality, Nawalparasi, Devdaha Municipality, Rupandehi and other nearest areas.

2.2 The Profile of the Graduates

The total number of the graduates in 2020 from different streams of Mahakavi Devkota Campus was 36. The graduates from Faculty of Education were 15 Out of which 14 were the female graduates and 1 were male graduates. Out of 15, 9 graduates belonged to educationally disadvantaged groups and none of them were dalits. The graduates from Faculty of Management were 19 Out of which 12 were the female graduates and 7 were male graduates. Out of 19, 4 graduates belonged to educationally disadvantaged groups, and two of them was dalit. The graduates from Faculty of Humanities and Social Sciences were 2, one male and one female. Out of 2, 1 graduate belonged to educationally disadvantaged groups and none of them was dalit. The table below shows the detailed information of the graduates of the year 2020.



Source: MDC Administration 2020

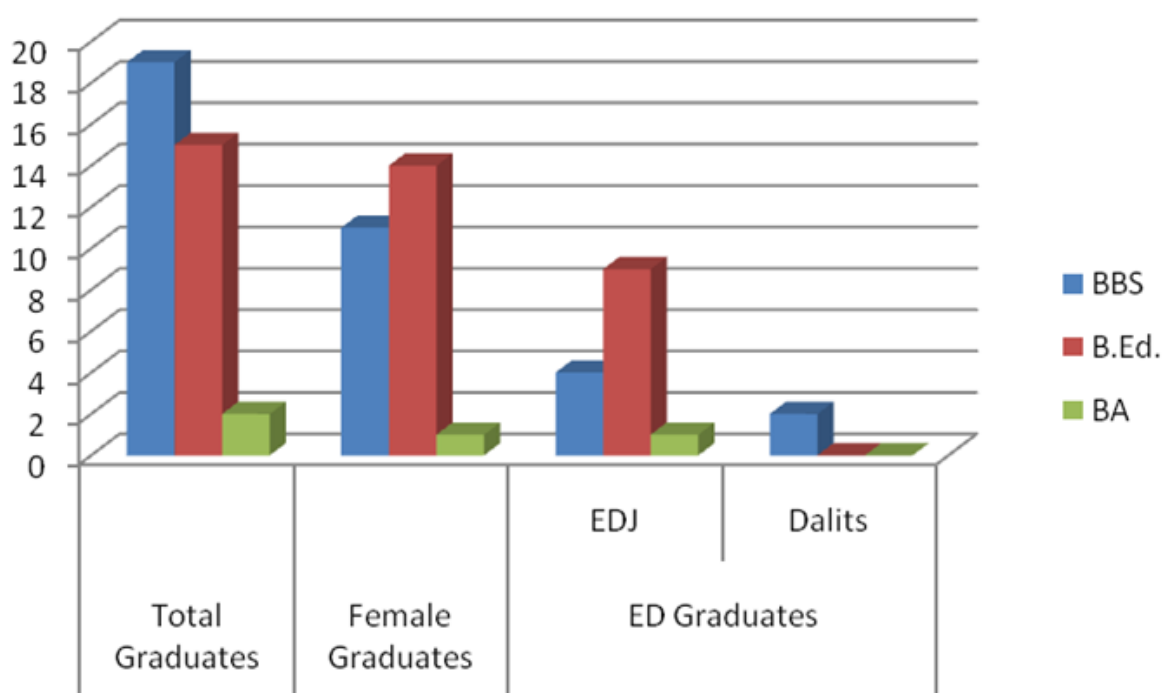
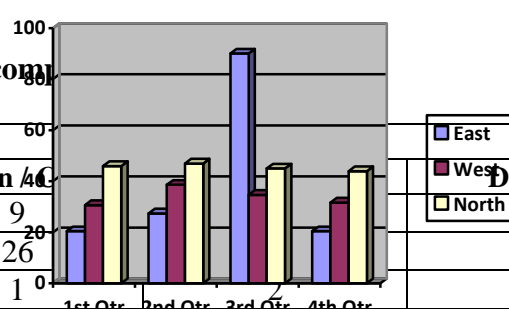


Figure 1: Faculty and Gender-wise composition of graduates

Although the study population was 36, the institution could complete (reach out) 36 of total number of students which makes 100 % of the total population. The table given below also shows that out of 64 graduates of the year 2020, 26 were females which make 72.22 % of the total graduates. Similarly, the percentage of janajati and the dalit graduates makes 38.88% and 5.56 % of the total graduates respectively.

Table 2: The Caste wise composition



S.N.	Program	Brahmin	Dalit
1.	BBS	9	1
2.	B.Ed.	26	2
3.	BA	1	-
Total		36	3

Source: Tracer Study Survey 2020

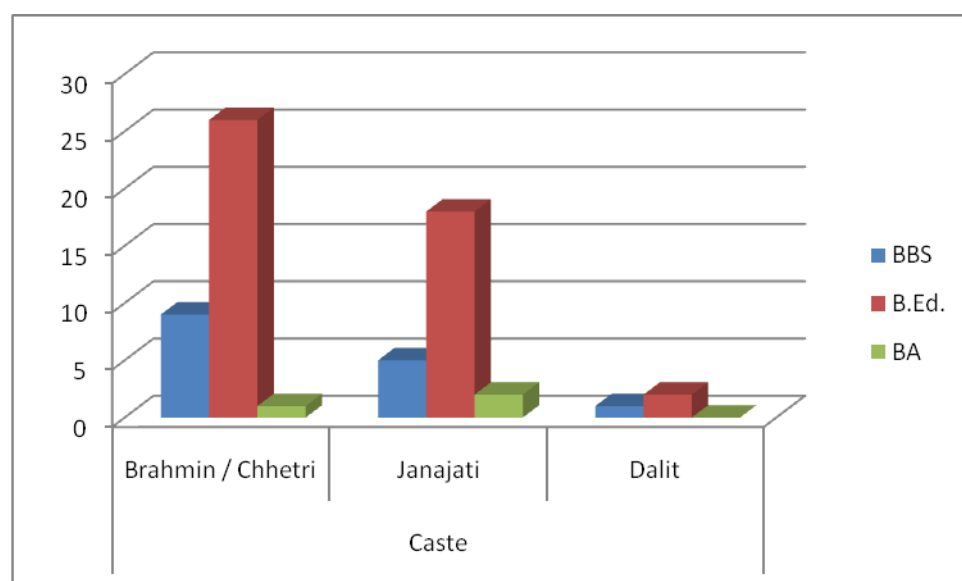


Figure 2: Caste wise composition

2.3 Employment Status of the Graduates

Amongst the targeted samples of 36, were able to be reached. Out of 36 students reached out, 9 graduates were male and 27 graduates were female. The percentage of male respondents was 25 % and female were 75 %. Out of the 36 respondents, only 21 respondents were found employed whereas 15 were found to be unemployed and 10 of them were found to be pursuing higher studies.

Table 3: Employment Status of the graduates

Faculty	Total no of Graduates approached	Male	Female	EDJ	Dalit	Employment	Unemployment	Studying
B.Ed	15	1	14	9	-	10	5	5
B.A.	2	1	1	1	-	2	-	-
B.B.S.	19	7	12	4	2	9	10	5
Total	36	9	27	14	2	21	15	10

Source: Tracer Study Survey, 2020

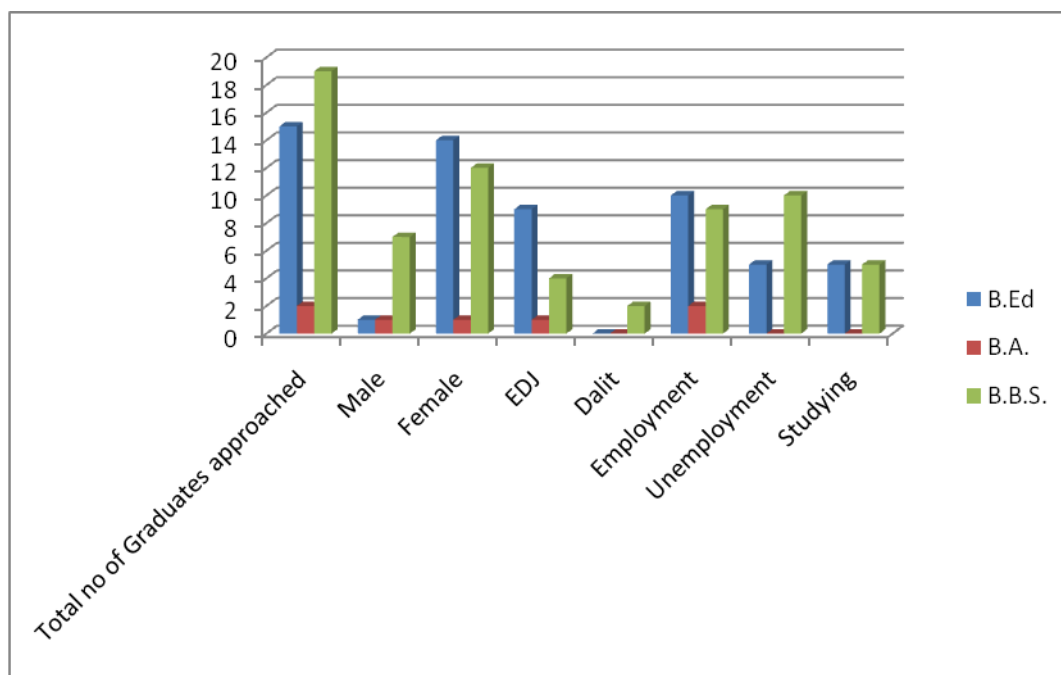
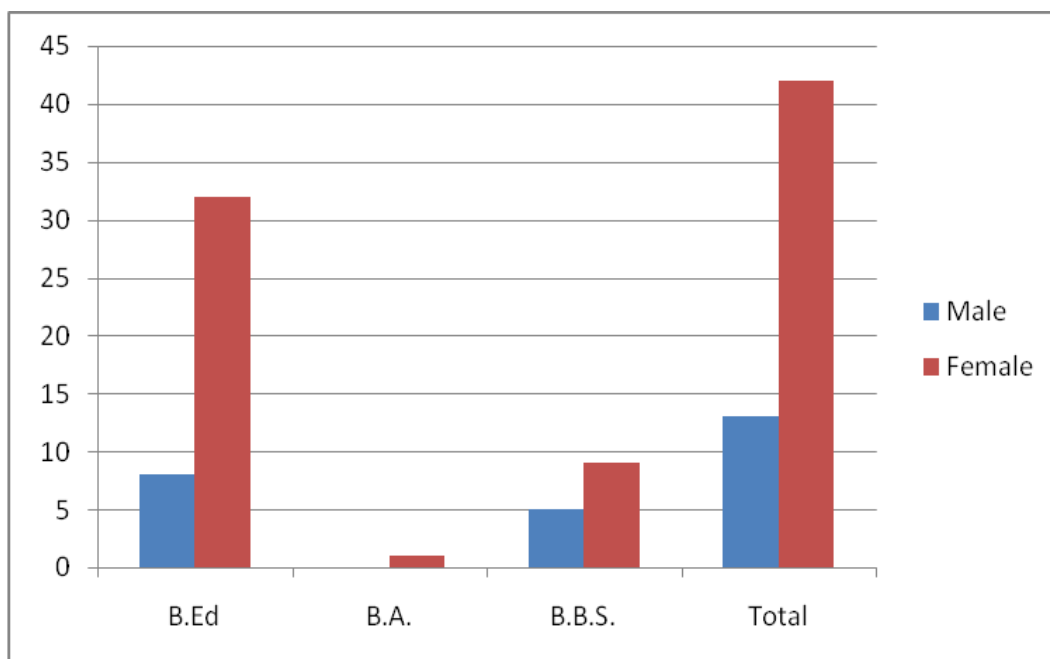


Figure 3: Employment Status of the graduates

As given in Figure , 19 graduates of faculty of management were approached. Out of 19, 7 of them were male. The female graduates were 12, EDJs 4 and dalits were 2. Male respondents in the faculty of management were 36.84% and female respondents were 63.16%. Likewise 1 female and 1 male graduate of faculty of Humanities and Social Science were approached. Similarly, 15 graduates of Faculty of Education were approached. Out of 15, 1 of them were male and 14 were female and EDJs were 9 in number. Male respondents in the Faculty of Education were 6.67% and female respondents were 93.33%. The bar diagram and the figure given below provides the composition and employment of the graduates of 2020.

Figure No. 1 : Faculty and Gender wise composition of graduates

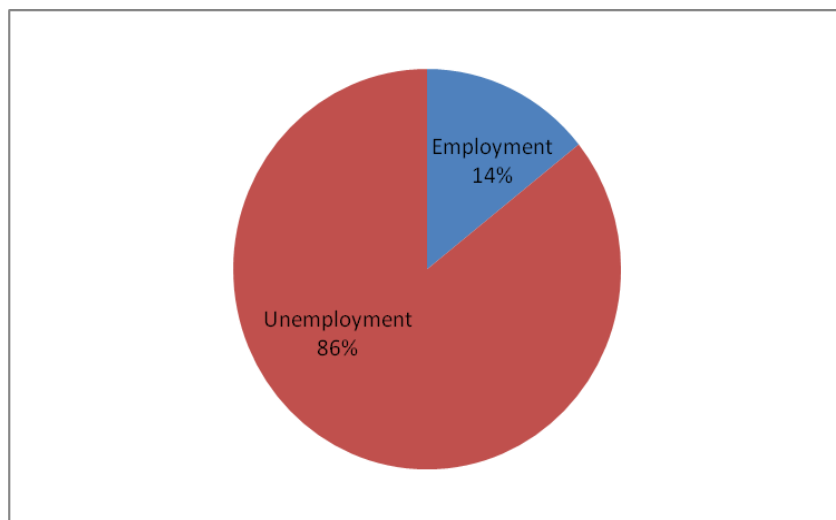


2.4 Faculty wise Analysis of Employment Status

2.4.1 Faculty of Management

Amongst the 19 graduates of Faculty of management only 19 of them could be approached. Out of 19 reached out 7 of them were male . The female graduates were 12. The number of EDJs and dalits were 4 and 2 respectively. Only 47.36 % of them were employed and 26.31% were unemployed. 26.31% are found to be pursuing higher studies. The figure below shows the details related to the graduates of Faculty of Management.

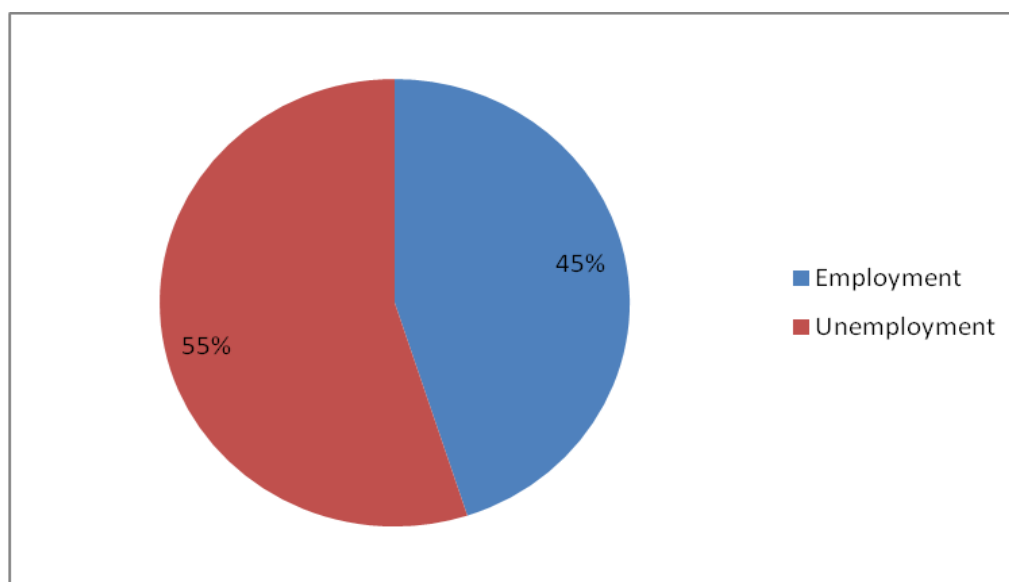
Figure 2: Employment Status of Graduates in Management



2.4.2 Faculty of Education

Among the 15 graduates of Faculty of Education approached, 1 of them were male. The female graduates were 14. The number of EDJs were 9 and non of the above of dalit respectively. Only 66.66% of them were employed and 33.34 % were unemployed. 33.33 % are found to be pursuing higher studies.

Figure 3: Employment Status of Graduates of Education



2.4.3 Faculty of Humanities and Social Sciences

Only one EDJ and one female graduate from Faculty of Humanities and Social Sciences was approached among 2 students. Both are employed, but has not pursued higher studies.

2.5 Strengths and Weaknesses of the Institutional Programs

The graduates were also asked about the strength and weakness of the program of professional requirements, problem solving ability, learning environment, quality education delivered, teacher students relationship, library /lab offered to them. The table given below provides the major strengths and weaknesses of the institutional program.

Table 4: Relevance of the program to professional requirements

S.N.	Program	Relevance of the program to your professional requirements					
		Very Weak	Weaker	Weak	Good	Better	Excellent
1	BBS	-	1	3	8	5	2
2	B. Ed.	-	1	2	6	5	1
3	BA	-	-	-	1	1	-
Total		-	2	5	15	11	3

Source: Tracer Study Survey 2020

The graduates were also asked about the relevance of the program to meet their professional requirements. 41.66% of the students responded that the program was good enough to meet their professional requirements. Whereas 30.56% said that it was better. 13.88% told that it was weak. In the previous year, i.e. 2019, 50.00 % of the students has said that it was good, whereas 20.84 % of the students had said that it was better, and 14.58 % of them told that it was weak.

Table 5: Effectiveness of Extracurricular activities

S.N.	Program	Relevance of the program to your professional requirements					
		Very Weak	Weaker	Weak	Good	Better	Excellent
1	BBS	-	2	2	8	5	2
2	B. Ed.	-	1	2	9	2	1
3	BA	-	-	-	1	1	-
Total		-	3	4	18	8	3

Source: Tracer Study Survey 2020

The graduates were also asked about the strengths and weakness of the number of extra – curricular activities conducted by the institution as the part of its educational program. 50.00% of the respondents replied that the numbers of extra – curricular activities conducted by the institution as the part of its educational program were good, while 22.22% of them considered it be better.

Table 6: Effectiveness on Problem Solving Skill

S.N.	Program	Problem Solving				
		Weaker	Weak	Good	Better	Excellent
1	BBS	1	2	7	6	3
2	B. Ed.	1	1	9	3	1
3	BA	-	-	1	1	-
Total		2	3	17	10	4

Source: Tracer Study Survey 2020

The study also attempted to find out the views of graduates regarding their study experiences at MDC and its support to their employment as well as their expectation and aspirations. 27.77% of the respondent replied that it was better whereas 47.22% told that it was just good enough. Only 8.33% replied that it was weak.

Table 7: Effectiveness on Work Placement/Attachment

S.N.	Program	Work Placement / Attachment				
		Weaker	Weak	Good	Better	Excellent
1	BBS	1	-	12	6	-
2	B. Ed.	1	3	8	3	-
3	BA	-	-	1	1	-
Total		2	3	21	10	-

Source: Tracer Study Survey 2020

The graduates were also asked about the strengths and weaknesses of the institution in terms its effectiveness on their work placement/attachment after the completion of the program. 27.77 % of the respondent replied that it was better whereas 58.33 % told that it was just good enough.

Table 8: Effectiveness on Teaching/Learning Environment

S.N.	Program	Teaching / Learning Environment				
		Weaker	Weak	Good	Better	Excellent
1	BBS	-	1	8	6	4
2	B. Ed.	1	2	6	4	2
3	BA	-	-	1	1	-
Total		1	3	15	11	6

Source: Tracer Study Survey 2020

The study also attempted to find out the views of graduates regarding their study experiences at MDC and its strength and weaknesses in terms of teaching /learning environment offered by the institution. 36.56 % of the respondent replied that it was better whereas 16.67 % told that it was just excellent only a 41.67% respondent replied that it was good enough.

Table 9: Effectiveness on Quality of Education Delivered

S.N.	Program	Quality of Education Delivered				
		Weaker	Weak	Good	Better	Excellent
1	BBS	1	-	13	3	2
2	B. Ed.	1	-	8	4	2
3	BA	-	-	1	1	-
Total		2	-	22	8	4

Source: Tracer Study Survey 2020

The graduates were also asked about the strengths and weakness of the quality of education offered to them under various streams 61.11 % of the respondents replied that the quality of the education offered to them were better whereas 22.22 % of the students replied that the quality of the education delivered was good enough. 11.11 % of the respondents replied that it was excellent.

Table 10: Teacher Student Relationship Status

S.N.	Program	Teacher Student Relationship				
		Weaker	Weak	Good	Better	Excellent
1	BBS	1	-	6	8	4
2	B. Ed.	1	1	8	3	2
3	BA	-	-	-	1	1
Total		2	1	14	12	7

Source: Tracer Study Survey 2020

The graduates were also asked about the teacher student relationship at MDC. 33.33 % of the respondents replied that the student teacher relationship was better and 19.44 % of the students replied that the student teacher relationship was excellent. 38.88% of the students replied that the student teacher relationship was good enough. Only 5.55 % students replied that the student teacher relationship was weaker.

Table 11: Strengths and Weakness of Library Services

S.N.	Program	Library Services				
		Weaker	Weak	Good	Better	Excellent
1	BBS	-	7	7	3	2
2	B. Ed.	1	3	5	3	3
3	BA	-	1	1	-	-
Total		1	11	13	6	5

Source: Tracer Study Survey 2020

The graduates were also asked about the strengths and weakness of the institution in terms its library services. 30.55 % of the respondent replied weak ,36.11 % of the respondent

replied that it was good whereas 16.66 % told that it was not good enough. 13.88 % told that it was excellent.

Table 12: Strengths and Weakness of Lab Services

S.N.	Program	Lab Services				
		Weaker	Weak	Good	Better	Excellent
1	BBS	2	7	5	5	-
2	B. Ed.	2	3	5	5	-
3	BA	-		1	1	-
Total		4	10	11	11	-

Source: Tracer Study Survey 2020

The graduates were also asked about the strengths and weakness of the institution in terms its lab services. 27.78 % of the respondent replied that it was good whereas 30.56% told that it was weak and 11.11 % told that it was weaker. 30.56% told that it was better.

Table 13. Availability of Sports Facilities

S.N.	Program	Sports Facilities				
		Weaker	Weak	Good	Better	Excellent
1	BBS	1	2	10	4	2
2	B. Ed.	1	3	7	3	1
3	BA	-	-	1	1	-
Total		2	5	18	8	3

Source: Tracer Study Survey 2020

The graduates were also asked about the availability of sports facility in the institution. 50.00 % of them responded as good whereas 13.89 % of them responded as weak 22.22% percentage of the students responded as better.

Table 14. Effectiveness of Canteen/urinals

S.N.	Program	Canteen/ urinals				
		Weaker	Weak	Good	Better	Excellent
1	BBS	-	7	6	5	1
2	B. Ed.	2	3	7	1	2
3	BA	-	-	1	1	-
Total		2	10	14	7	3

Source: Tracer Study Survey 2020

The graduates were also asked about the effectiveness of canteen/ urinals of the institution. 5.56 % of them considered it as weaker whereas 27.78% of them responded as weak. Likewise, 38.89 % considered it to be good enough.

Table 15: Suggestions/Recommendations for the Betterment of Institution

Suggestions / Recommendations	No. of Responses	Percent
1. Improve Library and lab	8	22.22
2. Technical / practical education	6	16.66
3. Add new sufficient books	5	13.89
4. Must organize training, internship and field visits to the students	6	16.66
5. Manage canteen and washroom	4	11.11
6. Conduct Extra- curricular activities	4	11.11
7. Others	3	8.33
Total	36	100

Source: Tracer Study Survey 2020

The respondents other suggestion includes:

- Include bus service.
- Maintain good relationship between teacher and students.
- Improve teaching-learning environment.
- Learning should relate to their needs and requirements.
- Manage vehicles, drinking water, canteen and wash room.
- There should be the connection between academic and industrial requirements.
- Focus should be provided to skilled based education.
- Technical and practical education should be introduced.

CHAPTER: THREE

3. Major Findings

The institution (MDC) has taken the graduates of 2020 for the Tracer Study as it had already conducted its first Tracer Study of the graduates of 2015. The graduates from the Faculty of Management, Education and Humanities & Social Science were the students for the tracer study.

The total number of the graduates in 2020 from different streams of Mahakavi Devkota Campus was 36. The graduates from Faculty of Education were 15. Out of which 14 were the female graduates and 1 were male graduates. Out of 15, 9 graduates belonged to educationally disadvantaged groups. The graduates from Faculty of Management were 19 out of which 12 were the female graduates and 7 were male graduates. Out of 19, 4 graduates belonged to educationally disadvantaged groups and 2 were dalits.. The graduates from Faculty of Humanities and Social Sciences were 2. One male and 1 were the female graduates. Out of 2, 1 graduate belonged to educationally disadvantaged groups.

This Tracer Study report was based on the graduates of 2020 only. The overall objectives of the study were to find out the employment status of graduates, their current position and the study of relevancy of the programs in connection with market requirements. It also aimed at finding out the views of graduates on institutional facilities, curriculum, and future improvements. The study has pointed out followings findings:

- The total numbers of respondents were 36. The male were 9 and female were 27.
- The EDJ graduates were 14 and the dalits were only 2.
- Among the 36 graduates reached out, 58.33 % of graduates are employed in the market while the unemployed percentage is 41.67.
- Most of the graduates of MDC had the permanent resident in Nawalparasi District.
- The students from the faculty of education were found to have more employability than the faculties of management and Humanities & Social Science.
- The tracer study shows that only, i.e. 5, graduates from the faculty of management were employed.
- 86.1% students responded that the program offered to them was relevant to meet their professional requirement.
- 50.00 % of the students responded that the relevancy of the program was good, whereas 22.22 % of them considered it as better..
- 47.22 % respondent replied that the institution is good and 27.77 % respondents

replied as better at the development of problem solving skill.

- 72.22 % of respondents said that the institution offered better teaching learning environment.
- 83.33 % of the respondents replied that the quality of education delivered was better.
- 2.77 % of the students said that the student-teacher relationship was weaker, while 72.21 % of the students said that it was good enough.
- 27.77 % of the students were found pursuing higher studies.
- 27.77 % of the students replied that the status of canteen/urinals is weak, and 52.77 % students replied that it is good enough.
- 72.22 % of the students replied that the sports facility was good enough.

CHAPTER: FOUR

4. Implications to Institutional Reforms.

The institution needs to carryout following improvement plans about the teaching learning environment, quality of delivery, teacher student relationship, extracurricular activities, library/lab facilities etc. The institution has to carryout action research on above aspects on a regular basis. Besides, following activities are suggested for the institutional reforms:

- a. Institutional activities
 - Institution has to conduct various level discussions on the Tracer Study Report and its findings.
 - Institution has to develop the system of continuous assessment of its programs and collect the feedbacks regularly.
 - The college has to make students record keeping system more effective.
 - The institution has to offer programs that are market oriented and more practice based.
- b. Improving teaching learning environment
 - The institution needs to further improve the teacher-student relationship to enhance the teaching learning environment.
 - The institution needs to make use of different teaching materials including multimedia to improve the quality of delivery of education.
- c. Concerning extracurricular activities

Besides the regular academic programs, the institution needs to promote extracurricular activities for the all-round development of students.
- d. Improving infrastructures
 - The institution needs to improve infrastructures including canteen and urinals.
 - Additional reference materials need to be arranged to manage library, and lab needs to be improved.

CHAPTER: FIVE

Conclusion and Recommendation

5.1 Conclusion

From the above findings, a number of conclusions can be drawn about the employment opportunities from our graduates who are currently in the field and the relevancy of the college programs, teaching learning environment, quality of delivery, teacher student relationship, extracurricular activities, library/lab facilities etc. Following are the major conclusions which respond to the research objectives that were set out for this study.

- This study report was based on the graduates of the year 2020. It aimed at finding out about the employability of the graduates.
- Only 27.77% of the students were found pursuing higher studies.
- Among the employed graduates, more females are employed than males.
- The graduates from the Education and Humanities & Social Science have more chances of getting employed than the graduates from faculty of management.
- The analysis of employed shows that job holders are engaged in the field of teaching.
- The findings show that EDJs and Dalits at their employability is very low.
- The graduates have the expectation that college should help those finding jobs and start market oriented programs.
- The finding shows that the graduates are dissatisfied with the poor canteen service, lab and urinals
- The graduates show their interest to provide the college with volunteer service in teaching, library and lab.
- The graduates are also interested in providing the college with text books, teaching materials and sports materials.

5.2 Recommendations

The Tracer Study Team conducted the Tracer study of graduates of 2020. The study was conducted within a short period of time. The study was focused on students' personal details, graduates' employability, the effectiveness of college programs, courses, library and lab services, further study situation and feedbacks. Based on the conclusions of the Tracer Study report, following recommendations are suggested:

- The strategic plan of MDC should incorporate the suggestions made on TSR.
- The library of MDC should add new reference books.

- The college should promote professional courses, field based learning, counseling etc.
- MDC should manage its library, lab, canteen and urinal facilities.
- The EDJs and Dalit students should be provided more incentives to bring them into the mainstream of the nation. They must be provided with books and teaching materials.
- The institution should make use of multimedia in teaching-learning process.
- MDC should make its record keeping system more effective and software based.
- The institute should maintain better relationship between parent, parent-teacher and teacher-students.
- MDC should run Masters level programs in Education and Management.