

Proceedings of the First Annual Student Research Forum

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Preface

The first Annual Student Research Forum was held at St. Mary's University College Multi Purpose Hall on July 2007. The forum is an annual event organized by the Center for Education Improvement and Quality Assurance (CEIQA), which showcases the diverse research conducted by undergraduate students at the University College. It is meant for encouraging young graduate students in the Ethiopian Higher Institutions to develop their research skills and present their research in a formal, supportive environment.

This proceedings is, therefore, a compilation of research papers presented on the forum. The research papers are done as partial fulfilment for the requirement of the completion of their undergraduate degree courses. Papers which are drawn from the Faculty of Business, Informatics and Law are selected on merits of excellence. The forum which is the first of its kind for students to share their findings to the wider community of the university College is indeed indispensable for students and is believed to enhance students' research capacity. In the mean time the University College is highly grateful to paper contributors.

Law and Practice of Governance in the Ethiopian Share Companies

By

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1. General overview of business and business persons

Business is the provision of product and/or service to satisfy customer requirements. It is also a situation where by trader delivers good and service for profit. According to Article 124 of Ethiopia Commercial Code of 1960, it is an incorporeal movable consisting of all movable property brought together and organized for the purpose of carrying out any commercial activities specified in its article 5. Activities of trade in article 5 of the commercial code may be owned and operated by sole proprietors or by commercial business organizations. Although Joint Venture, General Partnership and Limited Partnership shall engage in activities enumerated in Article 5 owing to their object, Private Limited Company and Share Company are always deemed to be commercial business organization on the account of their form. An ordinary partnership may not undertake those activities stated in article 5 of the commercial code in the wording of article 213 (1) .If an ordinary partnership engages in commercial business it shall be considered as General Partnership as stated in sub article two of article 213.

2. Share companies and their importance

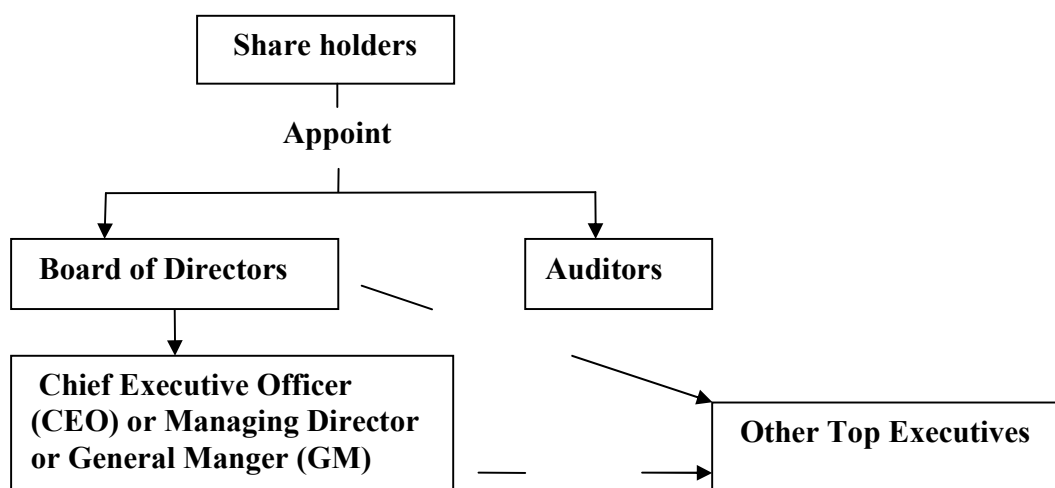
This paper tries to investigate the law and practice of governance in the context of share companies. A share company is a legal entity that often has similar rights in law to those of natural person. This means a share company can open a bank account, own property and do business, all under its own name. Article 304(1) and (2) of the Commercial Code define it is a company whose capital is fixed in advance and divided into shares and whose liabilities are met only by its assets and members of a Share Company are liable only to the extent of their share holdings. Simply it is a Commercial business organization owned by a group of share holders, each of whom normally enjoys limited liability. As a result of these, it is called an indigenous device for obtaining individual

profit without individual responsibility. The existence of a Share Company is based on capital and no personal identity of shareholders. Therefore, it is possible to say that a share company is a capital company.

Revenue in terms of tax with verifiable procedure and documentation, reduction of unemployment, accessibility to ensure compliance with law and regulations, introduction of modern management and technology and creation of an avenue for substantial investment among other are advantages of having a share company. For the success and growth of a Share Company, its manageable operation is a determinant factor. Having a very organized and effective management organ that can properly combine human, material, financial and time resource of the company is very essential.

3. Management of Share Companies; organs and problems

Considering the aforementioned advantages and other factors, the 1960 Commercial Code of Ethiopia has many provisions on how a Share Company is managed. Having a very organized and effective management organ that can combine human, material, financial and time resource of the company is very essential for the share company. As a result, there are four widely accepted organs of management in a Share Company who have a role of management .These are shareholders meeting, board of directors, top executives and auditors.



3.1 Shareholders Meeting

The first organ of management is shareholder meeting. Share holders (members) of a Share Company exercise their managerial role through their meeting. Shareholders meeting are of two types; General and Special. The general meeting of shareholder is divided into Ordinary and Extra ordinary. Using their voting rights, shareholders exercise managerial role by passing resolutions. The main function of ordinary general meeting includes appointment or removal of directors and auditors, deciding on the amount of remuneration of directors and auditors, listening to reports of directors and auditors and making decision accordingly. There are also many other powers and duties of ordinary general meeting. Extra ordinary general meeting decide on extra ordinary matters like amending the memorandum and article of association of the company, changing nationality of the company, requiring shareholders to increase their investment etc. Special meeting, on the other hand, are meetings called to decide on matters that concern share holders of a specific class. Generally, general meeting of shareholders has a role of managing a share company through its solutions.

3.2 The Office of Board of Directors

The second organ of management in Share Company is the office of board of directors. It is the most important and key organ in the management of Share Company. Board of direction is responsible for decision making in their major business and overseeing the general affairs of the company. As the Commercial Code of the Federal Democratic Republic of Ethiopia implies the role of the directors in managing a Share Company is by far the most significant type of management than any other organs in Ethiopia.

Boards of directors have their own power and duties they carry out in managing a Share Company. The power and duties of directors emanates from the law (Commercial Code), Memorandum of Association, Article of Association and Resolution of shareholders meeting. Board of directors may use their power and duties for conservative and proper purpose as well as for improper ends. To tackle this improper use of power, there are civil and criminal liabilities in the Commercial and Criminal Codes respectively.

3.2.1 Who may qualify for the post of board of director?

Regarding qualification, different jurisdictions have various requirements. However, the Ethiopian Commercial Code seems to leave the matter to shareholder's discretion to appoint directors and peoples that they believe will run the company well on their behalf. This does no mean that the Commercial Code does not lay down any academic, technical or professional qualification for appointing directors.

As the National Bank of Ethiopia (NBE) is the organ bestowed with the authority to issue directives to regulate the financial industry , i.e. Banking, insurance and other financial institutions, it has issued directives that require qualification from directors of bank or insurance Share Companies in accordance with Article 41 of the Monetary and Banking Proclamation No. 83/1994, Article 36 of the Licensing and Supervision of Banking Business Proclamation No.84/1994, Article 42 of the Licensing and Supervision of Insurance Business Proclamation No.86/1994. The national Bank of Ethiopia issued Licensing and Supervision of Banking Business Directive No. SBB/1/1994 and Licensing and Supervision of Insurance Business Directive No. SIB/1/1994. Article 5.1 of both directives require a board member of bank or insurance share companies at least to complete high school education and should have an ability to read and grasp contents of report especially financial statements. Article 5.2 of both directives also require member of the board to have adequate managerial experience in business, and/or similar organization as a qualification for being appointed as board of directors. Additionally, in the wording of Article 5.3 of both directives, in order for a person to be a member of the board of directors, he/she should be at the age of 30 or above.

The Commercial Code, in its Article 347 (1), strictly requires Share Companies to be managed by shareholders only. In other words, for a person to be member of a board of director he/she has to be a shareholder of that Share Company. The rational behind the law indicates that a Share Company has to be managed only by shareholders just to create a sense of ownership in the managerial organ.

Currently, qualifications of directors of bank and insurance Share Companies are determined by those directives of NBE. Keeping this in mind, NBE has issued a new directive (i.e., Directive No. SBB/39/2006) which indicates required qualification of directors for a Bank Share Company which will be enforceable from July 2007 onwards. This directive requires directors:

- to have a minimum qualification of first degree (at least 75% of them) and the remaining 25% high school complete.
- to have experience in managerial post especially in the banking industry &
- not to work in other similar financial institutions simultaneously among others.

The same kind of directive is expected to be issued by the National Bank of Ethiopia for insurance Share Companies.

Issuing subsidiary legislations now called “directives” through delegated power should be by published in the official Negarit Gazette since it is intended to have the force of law. But, the directives of NBE are not published in the official Negarit Gazette and are not accessible to the public (except financial institutions). Secondly, many persons including the researcher and banks argue that the directive (SBB/39/2006) has curtailed the discretion of share holders (investors) of Bank Share Companies to elect or reelect directors beyond a certain number of years as they wish. It is also believed that even though the NBE has delegated powers to issue directives, it should only be used for the proper performance of the provision of the main law (Commercial Code). But, the directives have rejected some of the provisions of the main law (Commercial Code). For instance, Article 450 (4) of the Commercial Code allows Share holders to reelect directors as they wish where as the directive prohibit directors not to serve more than 6 (six) years which allows only one reelection of directors.

One of the top officials of NBE, Ato Getahun Nana, argued on his part that since the NBE has an obligation and power to control the financial and economic problems especially on problems of financial flows, it had used its power and issued the directive for healthy performance and service of banks. He also added that the directive of NBE

does not reject any provision of the Commercial Code. Other also argues is favor of the directive of NBE saying the academic qualification of directors improves the quality of services of banks render to the public.

3.3 The Office of Top Executives (Management Team)

The third organ of management of a Share Company is the office of top executives. The office of board of directors is especially concerned with policy formulation, broad planning and philosophy of action. The executive functions are usually delegated by the board to the management group or Top Executives. Top executives are persons who are responsible in undertaking of execution of policies of a Share Company. After the board of directors and shareholders meeting has prepared policies of a Share Company, its execution is left to the tope executives. Top executives principally execute the policy of a Share Company. But some times they additionally involve in other activities like initiation of development of policies and other activities. In addition to the function of execution, members of the top executive involve in the initiation of development of policies relating to changes in the capital structure, new products, expansion, price polices and labor relations, among others. The role of the board is to duly consider them and give it approval.

3.3.1 Who are the persons included in the top executives?

The Commercial Code of the land is silent in this regard. But, there are three possibilities of becoming top executives.

- It can be filled by a person from the board of directors. In such case, a director who is member of the top executive is called executive directors.
- It can be filled by employed mangers outside of the board of directors and
- It can be filled both by board of directors and employed managers.

For top executives to undertake their execution of policies of a Share Company in a very organized manner there must be one person as a Chief Executive Officer. A Chief Executive Officer (CEO) or Chief Executive is the ... executive officer, in charge of total management of corporation, company, organization and/or agency.

3.3.2 Who can be appointed as Chief Executive among executives?

As it is explained earlier, the post of top executives can be filled either by board of directors or employed managers or by both. Due to this fact, the CEO can be elected either from the board of directors or employed managers. A CEO elected among the board of directors (i.e. from executive directors) is called Managing Director where as a CEO elected from employed managers are called General Manager (GM).

Generally, a CEO is a person who manage the affairs of a company as a whole-time officer and who is entrusted with the substantial power of management including power to base decision on some policy matters like pricing of products, adoption of new techniques, buying and selling of raw materials, appointment of employees. In Ethiopia, a CEO may be named like Managing Director, General Manger, and President etc. Different organizations also give different title for their CEO. For instance, Ethiopian Insurance Corporation uses the title Managing Director, United Bank Share Company uses the name President and Nile Insurance Share Company call their CEO as General Manger. From this, we can understand that there is no single nationally accepted title or naming of the CEO in Ethiopian organizations. But in developed nations like the United States, United Kingdom and Spain there is a uniformly accepted name of a CEO. That is in the United States the term President is commonly used, where as, in the UK Managing Director is widely used and in Spain the usual name is Director General.

General Manager of a Share Company is employed by the board of directors. The Commercial Code didn't put the term Managing Director. But, this does not mean that Executive Directors can not be a CEO. Article 348 (4) of the Commercial Code of Ethiopia allows Executive Directors to be CEO (Managing Director). And such an appointment is made by the board of directors. Regarding the organ that appoints members of the top executives the Commercial Code is silent. It only indicates the organ that appoints a CEO.

3.3.3 What is the quality (criteria) for assuming the part of a CEO?

Regarding qualification of the CEO, it is stated in the Commercial Code that shareholders have the full right of assigning persons they believe who will manage the company. But, exceptionally, bank and insurance Share Companies are required to comply with directives of the National Bank of Ethiopia (NBE) to appoint a CEO. For a person to be CEO of bank and/or Insurance Share Companies, he/she must fulfill the required qualifications stated in directives No. SBB/1/1994 and SIB/1/1994 respectively. The first criterion is a minimum of first degree or equivalent in a relevant field. Additionally, a minimum of 10 years of reputable managerial experience in financial or related institutions at a senior level with sufficient managerial skills in the banking and insurance industry is required. Being a minimum of 35 years of age and preferably married or responsible to a family are the remaining qualifications of which the NBE through its directives require for the post of CEO.

Practically, there are also other additional qualifications required by some bank and insurance Share Companies. For instance, as far as my personal observation in the Nile Insurance Share Company is concerned, there are three criteria in the Article of Association to appoint a General Manager. Firstly, Fulfillment of Qualifications of NBE directive is required. Secondly, the general Manager should have not been a shareholder in a bankrupted Share Company. And even s/he should have not been a sole proprietor in a bankrupted business. Thirdly, Nile Insurance Share Company requires a person who has not been convicted in a criminal proceeding of the court system except in violation of a directive.

The legal problem in relation to management of a share Company is that the commercial Code allows one and the same person to hold the post of board of directors (Article 347(1)), Chairman of the board (article 348(1)), Chairman of the meeting (Article 404(1), 411 (1), 412, 413), member of top executive officer (Managing Director) (Article 348 (4) a contrario interpretation and Chief Executive Officer (Managing Director) (Article 348 (4) a contrario interpretation). Simply the Ethiopian Commercial Code allows one and the same person to wear four or more hats at the same time in the management organ.

This kind of fusion of power by single individual opens the way to abuse the assets of a Share Company .This is because holding of four or more managerial posts by single individual at the same time allows a person to exercise all the power. These excess of power encourage a person to extravagantly use the assets of a Share Company. For the instance, in the case of Agremic Ethiopia Share Company versus Leulsegede Bekele argument, the plaintiff Agremic Ethiopia Share Company claimed 540,280.01 birr from its former founder, shareholder, board member, and managing director Leulsegede Bekele. The plaintiff alleged that the defendant has abused his power and adduced evidence to prove that. The defendant also responded to those allegations of the plaintiff with evidence. The federal high court civil bench, after having an investigation of the litigation and evidence of the litigants, has decided that Leulsegede Bekele has abused his power and held him liable to pay 53,205.61 birr companion to the plaintiff. The plaintiff was not satisfied with the decision of the court and took on appeal from this decision to Federal Supreme Court and the case was pended. From this case, we can realize that the fusion of power by single individual opens the way for abuse of resources of a company.

3.4 The Office of Auditors

The fourth and last organ of management in a Share Company is the office of auditors. The office of auditors' checks transaction of a business with its books of accounts and evidence in a view to find out the arithmetical accuracy of the accounts, the correctness and truthfulness of the transactions records. As a result, it can be said that auditors manage a Share Company with regarded to its financial matter. The only situation in which auditors manage a Share Company is whenever there is no surviving member of board of directors in a Share Company.

Since the basic functions of auditors are related to confirming or certifying the truthfulness of financial document of a Share Company, there are two points that are supposed to be raised. These are in what way do auditors confirm the correctness and accuracy of financial documents? Does a mere check of arithmetical accuracy of financial documents is enough to say that there is a correct and accurate financial document? The Commercial Code of the country is silent in this regard. But in some developed

jurisdictions a mere check of arithmetical accuracy of financial documents is not enough. Auditors are also expected to examine books not merely for the purpose of finding out what does they show but also for the purpose of satisfying themselves that they show a true financial position of the company. The other point is in confirming financial document how much of standard is needed from auditor to believe that an item of certain financial document is correct or accurate? Here the Commercial Code does show any kind of standard from auditors in their duty of confirming financial document. But in the other countries auditors are required by the law to show reasonable man (person) standard when applied to professionals in confirming financial documents.

Keeping the legal problems in mind, the practical problem that magnifies or amplifies this legal problem are institutions like the Ministry of Trade and Industry, the office of auditors and shareholders themselves (especially auditors) which are not practically capable of controlling member of board of directors and other officers of a Share Company. Considering these legal and practical problems, a person wearing at least three or four of the hats in a Share Company has a chance of abusing assets of the company. The reason for failure to control the directors or other posts of management by auditors is auditors may perform their task in an improper and dishonest manner either in collaboration with the management organ or independent of management organ.

To tackle this kind of improper and dishonest performance of auditors', shareholders representing at least one tenth of the share issued can as a right require the Ministry of trade and industry to appoint or more qualified inspector or control and check the auditors' act where there is a resolution of General Meeting or an Order of the court pursuant to Article 382 of the Commercial Code. There is no other mechanize of controlling auditors' except the expert appointed by the ministry. For the shareholders themselves to know or suspect the improper and dishonest acts and omissions of not only auditors but also directors, it takes too long time. Therefore, there is a need to search for other mechanisms of protection against improper and dishonest act of auditors'. As a response to this, the Commercial and Criminal Codes stipulate provisions with respect to auditors' liability both civilly and criminally.

4. Conclusion

The finding of the study shows that there is a legal and practical problem in relation to governance of Share Companies in Ethiopia. The legal problem blended with other practical problems have paved the way for a person to exploit and abuse the assets of Share Company; Specially; allowing one and the same person to wear for four or more hats at the same time encourages a person to abuse power.

5. Recommendations

Having thoroughly analyzed the legal and practical problem surrounding Share Companies in Ethiopia, the researcher would like to recommend the following points.

- In some European union member countries, there are two separate boards, one executive board employed to run the day-to day business and one supervisory board for control purpose (elected by the shareholder). In these countries, the Chief Executive Officer (CEO) presides over the executive board and chairman (of the supervisory board) presides over the supervisory board and these two roles will always be played by different persons. This ensures a separation between management by the executive board and governance by the supervisory board. This allows for clear line of authority. The aim is to prevent conflict of interest and power concentration in the hands of one person.
- In North America and Europe the post of board of directors is classified into part-time and full-time directors. Both the full-time and part-time directors are usually the shareholders and the part-time directors do not fully play functions of management. That is why they are part time directors. Classifying directors into part-time and full-time reduce the possibility of having fusion of power in a Share Company.
- The NBE, in its very recent directive (SBB/39/2006), has clearly prohibited one and the same person from being a Chairman of the board and CEO of the executive at the same time. This directive is applicable for banks, and the same kind of directive is expected to be issued for Insurance Share Companies. This experience is really important in avoiding fusion of power. Applying the same provision for all Share

Companies (including non-financial institution will avoid the problem of fusion of power.

- In the United States of America and in some other developed nations, there is a new concept and practice in the sphere of audit called management audits. Management audit is an attempt to evaluate the performance of various management processes and functions by a management auditor. It is an audit to examine, review and appraise the various policies and actions of management on the basis of the objective standard. Management audit is a management to ascertain that proper decision-making process has been done to achieve the organization goals. Amending the Commercial Code with this view by including the recommendation points may assist to avert problem of management in Share Companies. This would specially alleviate the problem in the area of legal problem. But, if is not possible to amend the Commercial Code, the point below could address the problem.
- Avoiding fusion of power as per the Article of Association or Memorandum of Association is imminent. That is, even through the law(Commercial Code) has allowed one and the same person to hold many powers, Shareholders can avoid such fusion of power by restricting a person's power through their Article of Association and Memorandum of Association.

Online Distance Education Supporting System (ODESS): The Case of SMUC-DED

By

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1. Introduction

In this era of technology, access to information is becoming indispensable in almost all business areas and institutions to facilitate their business activities, teaching-learning process, and to have access to available resources and transaction across boundaries.

Online distance education is a flexible and convenient opportunity for self-motivated students with basic computer skills to communicate effectively through reading and writing. The project is aimed at helping those who are not able to learn in class due to economic, geographical and personal reasons. Consequently, online distance education system is viable option to facilitate students learning with internet connection where by students can log onto online courses and participate anytime and anywhere. All courses can be delivered by skillful and experienced instructors including such things like giving assignments, post quizzes, answer questions, lead discussions, assign grades and much more.

Once students have applied and enrolled for the desired online course, they will be provided with instructions on how to log into courses. The instructor will provide a detailed instruction as how to help and guide them through out the courses. They will complete assignments and communicate easily with the course without face to face communication. The instructor will provide text and reference books along with software requirements in order to complete assignment.

In light of the above functions, this project attempts to develop a system that perfectly match the business requirements of St. Mary's University College online Distance Education Division /SMUC-DED/.

2. The current system and its drawbacks

SMUC-DED tries to meet the various needs of students of distance education division through manual system. The well-developed service array is evidence of this commitment. Ever since its establishment SMUC-DED expands its department offices like the registrar office, finance office, program office and many others. All departments and offices strive to improve the institution's services. However, there is no automated service system currently available in the above mentioned offices of the division. Almost all things are done manually; despite, there is a need to automate this manual system. The followings are the major drawbacks of the current system.

2.1 Accessibility: Most of the services DED provides are available in a manual format. This creates a problem for users and requires them to come to their nearest offices in order to get the type of services they are looking for. This in turn limits them from accessing the necessary information across different places.

2.2 Cost: the current manual system fosters high cost of transportation, publication, etc both for the students and institution itself. For instance, if an instructor wants to give an assignment, student must come to their center to collect those assignments. The cost of transportation students expend and cost of duplication for the institution are a big wastage. These and other costs limit most of students who are interested in pursuing their education through distance mode of learning.

3. Objectives of the System

The main objectives of our project are:

- Enabling students to register, add and drop courses, pay tuitions, get handouts and books, see grade reports and others.
- Enabling instructors to upload grades, assignments, handouts and others.

- Help web administrator easily store, change/edit/, remove and report data
- Keep up to date information both for the students and the division users.
- Give highly centralized security system.
- Avoid duplication and redundancy.
- Integrate different data formats (text, audio, and video).

4. Purpose o the new system

The purpose of the system is to support and facilitate activities of the various offices and departments of St. Mary's University College Distance Education Division /SMUC-DED/ and crate an online distance education supporting system that offers broad choice, good quality, and access to student. This will be done by applying web based database technology and the result is supposed to be an online DESS.

5. Scope of the system

The online distance education supporting system will work towards achieving the following listed goals and will accomplish the following objectives.

6. Non functional Requirements

6.1 User Interface and Human Factor

Each user group must get his/her own tailored user-interface which includes menus, tool tips which provide the functionality that it allows to use and appropriate for him/her. The system requires all users to have basic computer knowledge. For novice users, the system will have enough instructions in its user manual to provide a step-by-step guide to assist users throughout every operation and process.

6.2 Internet Infrastructure

The internet infrastructure in our country is very backward as compared to the developed countries. So this will issue the performance of the system. To avoid delays and network overloading, the information that is received and transmitted should be kept at a minimum bandwidth. It is recommended a speed to be at 10Mbps Ethernet or higher. The system will also process queries in a reasonable speed since there will be multiple queries and users according to their privilege.

6.3 The performance of the Server and Client Computers

The performance of the server and client's computers directly depend on the speed, memory, and type of operating system. There is an opportunity to use varieties of hosting agents whenever the institution is not able to purchase the most new technology outstanding server. The minimum requirements for the central sever will be as follows:

- Pentium IV2GHz;
- 256MB or RAM;
- 20GB of Hard Disk;
- SQL server enterprise edition,

Minimum requirements for desktop PC will be as follows

- Pentium III Processor;
- 256 MB of RAM;
- 20 GB Hard Disk
- Windows XP OS;

Further adjustment are also needed which will be determined in the future upon the use of the system. The above specification of Hardware is the minimum requirement. As the speed and memory of the server increases it will enhance the performance of the system.

6.4 Quality issue

The system will provide reliable and accurate service in all circumstances unless error is encountered. If an error occurs, the system will trap the error in the input and notify the user to take appropriate corrections.

6.5 Security issues

The critical question that matters in the current web based system is security. The system provides the highest security for e-card purpose because it is all about money. Besides, a relatively easy algorithm will be designed to generate the number. The number generated through algorithm will be changed based on some fixed time.

The other part of the system security is access. Students, instructors and administrators can log into the system with authenticate password and username. Students can log into the system for temporary and read only access where as authorized user can log into the system for permanent and read-write access. Only the system administrator can log into the system sever for modification, addition and deletion of information stored.

6.6 System Modification

Future modifications are expected to happen as a result of various improvements in the system design tools. It is likely to add more functionalities as the system matures, to increase its flexibility. If the current methods are carefully documented and since our system is designed with the standard OOD, future changes and modification will be easier. In addition, we follow a consistent naming convention and comments which will be included through out the coding process and hence it is easy for system modification.

7. System Models

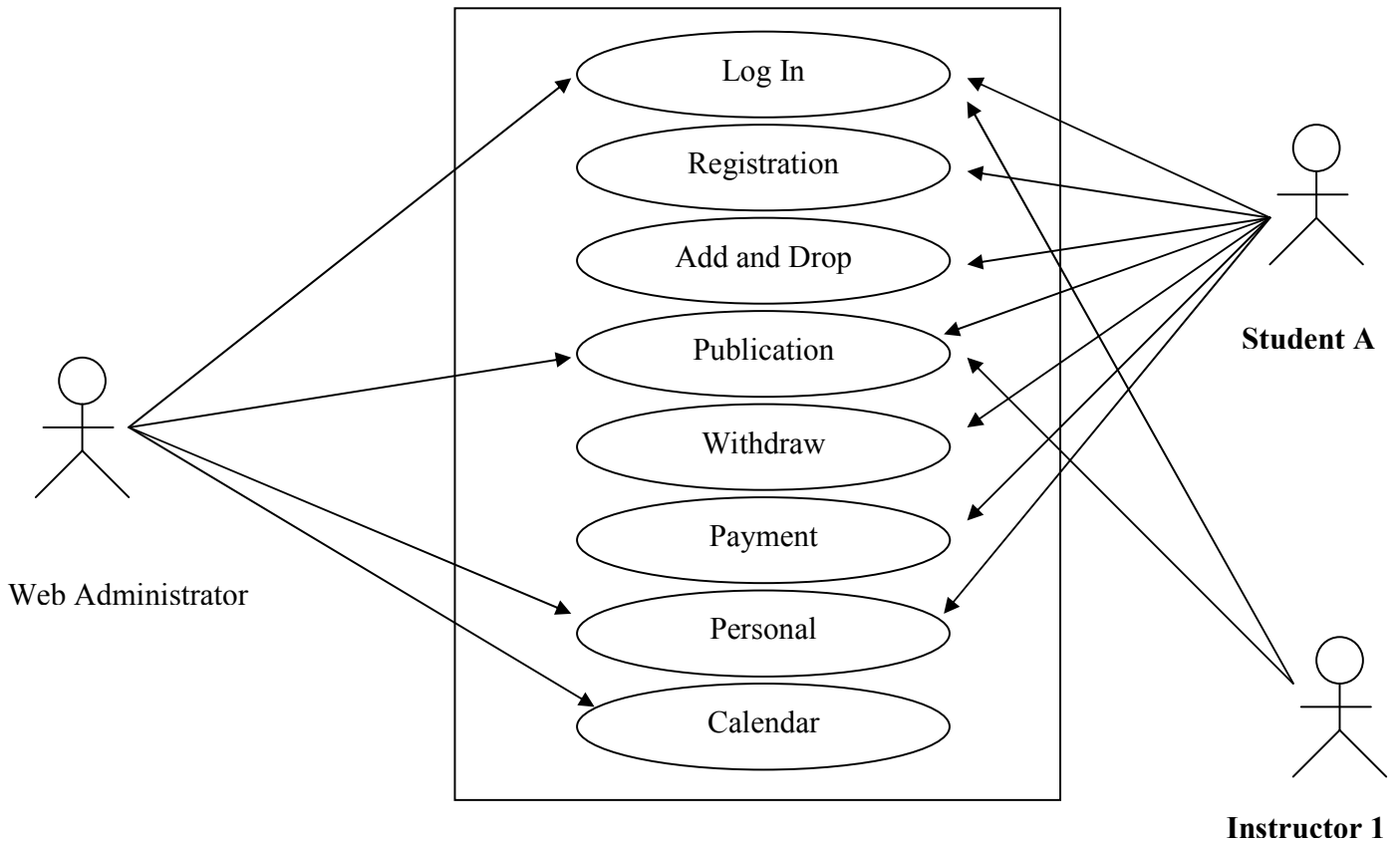
7.1 Scenarios

It is a narrative description of what users do and experience as they try to make use of computer system and application. The following table indicates the procedural steps in running the system.

Scenario Name: Log in

7.2 User case model

Figure 1: Communication Relationship



7.3. Object Model

Data Dictionary

Student: {Student Id+ Password + First Name +Father's Name +Grand Father's Name+ Program+ Sex + Department + Registration Date +Student Center+ Semester}.

Address: {Student ID + Sub City + Kebele+ House Number + Home Phone Number + Office Phone Number + Cell Phone Number + Email + Post Office Box Number}.

Instructor: {Username + Password + First Name + Father's Name + Grand Father's Name + Sex + Department + Course to Offer}.

Course: {Course Name + Course No+ Credit Hour + Course Type}.

Add and Drop: {Student Id + Add Course + Drop Course + Date}.

Grade Report: {Course ID + Course Name + Grade Value}.

Center Change: {Student Id + New Student Center + Transfer Date + Reason}.

Readmission Application: {Student Id + Date + Reason + E-card + No/75 birr/ + Semester}.

Department: {Department Name + Program}.

Material Preparation: {Date of Preparation + Module Name + Author}.

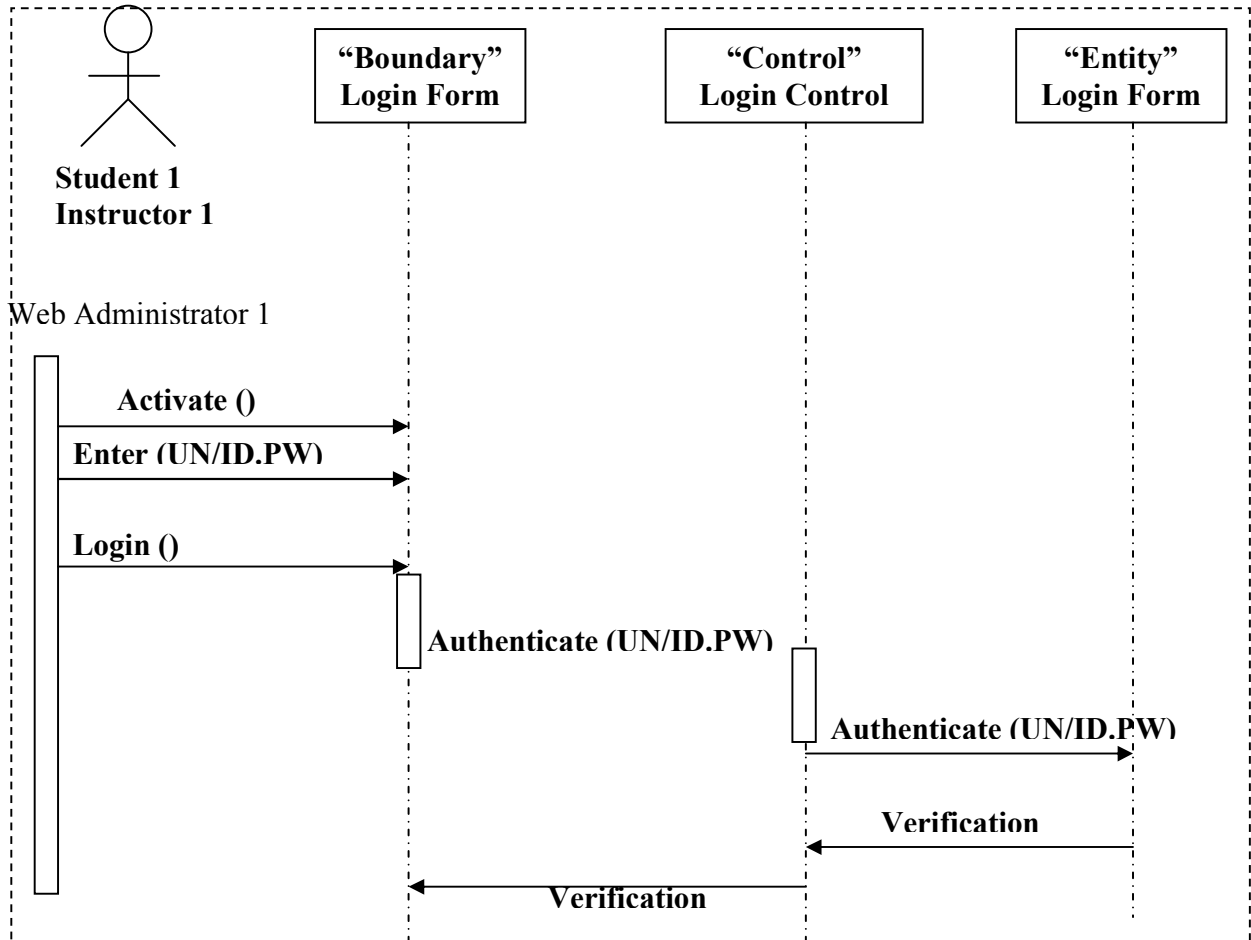
Material Production: {Order date + Deliver date + Module Type + Module Name + No of Module /for each center/}.

Wed Administrator: {User Name + Password}

7.4. Sequence Diagram

Sequence diagrams are used to model the logic of how scenarios use the system and the description of potential way that the systems used.

Figure 2: Sequence diagram for the Login use case/ Initiation from User, Guest or Administrator.



Note: - All sequence diagram, except login, are assumed to be considered after login sequence diagram.

8. Conclusion

The Online Distance Education Supporting System (ODESS) project is an online distance education supporting system which is a flexible and provides convenient opportunity for self motivated student who have little computer skills and can communicate effectively through reading and writing. This study is important for those who are not able to learn in class due to many social, economical, geographical and personal problems. With an internet connection, the student can log on to online course and participate anytime anywhere. All courses will be delivered by skillful instructors, conduct the classes, give

assignments, post quizzes, answer questions, lead discussions, assign grades, and much more.

St. Mary's University College-DESS project will be successful when the project provides the intended purpose and end users are capable of using the service of the project meant for with out any problem. These require effective requirements elicitation and analysis. Requirements elicitation is about communication among developers, clients and if in case the system is difficult to use or that simply fails to support the SMUC-DESS developers. Analysis focuses on producing a model of the system.

9. Recommendations

As stated earlier, there are limitations on the project. For any one who is interested to upgrade this project, we recommend the following gaps.

1. Report for material production department.
2. Add and Drop of courses and many other

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Managing Problems of Electrical Power Distribution: The Case of Western Addis Ababa Region EEPCO

By

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1. Background and problem statement

Ethiopian Electric Power Corporation as a sole power utility in the country is responsible for generating, transmitting, distributing and selling of electricity across the nation. According to the findings of earlier studies, the existing distribution network of the Addis Ababa Region EEPCO is not capable of satisfying the ever growing demand of its customers. Recently, there is an increasing mismatch between customers demand and EEPCO's power supply. Secondly due to absence of rehabilitation, upgrading and maintenance works, the quality of the supply has been deteriorating and consequently customer complaints have been exacerbated. EEPCO's management, therefore, faces crucial managerial challenges which need to be resolved.

2. Objectives of the study

The study aims at surveying major power distribution constraints and techniques employed to guarantee supply to customers. With this general objective in mind, the study will try to:-

- identify the most crucial problems pertinent to electric power distribution.
- assess the frequency of power interruption and power overloading.
- assess the frequency of power interruption as well as the speed and sustainability of maintenance work.
- find out the amount of insurance costs incurred by the corporation because of power overloading (power releases over/above the standard 220 volts).
- suggest recommendation and possible solutions to EEPCO's distribution managers on the planning and improvement of the system.

3. Research Questions

The study attempts to answer questions on the most serious problems in the distribution network system and these includes the following.

1. How often does power interruption take place and how long it takes?
2. What is the degree/severity of the problem?
3. What damages and economic losses are facing EEPCO customers?
4. What and how EEPOC conduct preventive maintenance on faulty network components?
5. What are some of the recommendation and possible solutions to EEPCO's on the planning and improvement of the system?

4. Research methodology

The study employed descriptive research method. The study considers western Addis Ababa Region EEPCO customer and management staffs as a population of the study. Participants of the study were selected using non probability sampling i.e. convenient sampling. Questionnaire and interview were the two data collecting instruments used for the study. Primary data was collected through structured questionnaire and secondary data through document analysis from literatures, magazines, brochures as well as internet web pages. The questionnaire was used to collect data from customers of EEPCO and interview was conducted with management groups and technicians of EEPCO. The questionnaire designed incorporated thirteen close ended questions and was distributed to ninety one customers. Out of the total respondents, 80 of them returned the questionnaire. This makes the response rate (87.90%). Where as, seven interview questions was provided to twelve technicians and eight management staff.

The quantitative data gathered has been tabulated, analyzed and interpreted. Frequency and percentage were used to analyze the responses. Besides interview results was transcribed to substantiate the quantitative result.

5. Review of related literature

The Concept of Power Distribution System

Electrical power travels from the power generation plant to our house through an amazing system called the power distribution grid. A distribution system originates at a distribution substation and includes all the facilities and equipment like the lines, poles, transformers and other equipment need to deliver electric power to the customer at the required voltage. The definition of electric power system includes a generation (production), transmission and distribution system. According to Gonene T. (1986:1, the privately owned power utilities include 80% of all the electric utility in the United States. The major operation and maintenance expense has been in the production sector following by the distribution sector.

According to Pansini A. (1983:14) with the expansion in the use of electricity, the demands on the distribution system become grater and more complex. They not only serve greater number of consumers, but also supply reliable service that could late only fewer interruptions of shorter duration. At this point the design, construction, maintenances and operation of distribution system become a science in the filed of engineering.

A good distribution system planning should provide for an orderly development of the system to meet the power requirements for a period of about five years and obtain optimum benefit from the available resources (Raina K.B et.al (1985:183)).

5.2. Review of studies in the Ethiopian context

The Urban Distribution Network and Expansion Project (2003) final report stated that the existing distribution network of Addis Ababa is not capable of satisfying the growing power demand. Besides, due to absence of rehabilitation, up grading and maintenance work, the supply quality in the major supply center have deteriorated. It is characterized by frequent outage interruption and high distribution losses.

In order to alleviate the distribution problem, EEPCO has designed a distribution Network Rehabilitation Program which aims at satisfying the growing power demand of potential customers with the following objectives:

- Enhancing quality of power supply
- Reducing voltage drop and overloading and mitigate voltage constraint at the end users.
- Rehabilitating the existing distribution network components to enhance reliability and safety.
- Promoting sound customers relations.

On the other hand, however, statistics from EEPCO shows that number of calls dealt with by the emergency section increase from 44,251 in 1999 to 57,247 in 2000,

6. Results and Discussion

This section deals with the results obtained from the survey questionnaire collected and interviews conducted. The following tables present respondents perception on the problems of electric power supply.

Table 1: Causes of electric power interruption

Item	Response	
	No	%
Which one of the following is the major cause of electric power interruption?		
Natural Catastrophe	7	8.75
Maintenance work	21	26.25
Power shortage	29	36.25
Deliberate action for the purpose of construction and project work	13	16.25
Accidents	10	12.5
TOTAL	80	100

As it can be seen from the above table, Majority of them i.e. 29 (36.25%) responded that power interruption is mainly caused due to shortage of power supply. This clearly

indicates that the power generated at the different power generation plants are not capable of satisfying the growing demands of customers.

Table 2: Time of power interruption

Item	Response	
	No	%
When does power interruption usual occur?		
Morning 6:00AM – 12:00 PM	22	27.5
Afternoon 1:00 PM – 6:00 PM	9	11.25
Evening 7:00 PM – 12:00 PM	41	51.25
Midnight 1:00 AM – 6:00 AM	8	10
TOTAL	80	100

As shown in the above table, 41 (51.25%) of the respondents indicated that power is usually interrupted during evenings. This implies, due to absence of light, different shops and business centers will not be able to operate, theft and robbery which poses security threat to the people is likely to occur.

The following table indicates the type of damage suffered by customers because of power overloading (electric current > 220 volts)

Table 3: Damage caused by power overloading

Item	Response	
	No	%
What type of damage you have noticed due to power overloading?		
Audio (Radio, Cassette player)	17	21.25
Video (TV, VCD, DVD)	20	25
Others (Computers, printer, fax, mail)	38	47.5
Life casualties (Human and/or animal)	5	6.25
TOTAL	80	100

Table 3 reveals responses of customers about the type of damage the suffered due to power overloading. Accordingly, 38 (47.5%) of them indicated that equipments like computers, printers; photocopy machines and the like were damaged. Besides they also indicated that repair and maintenances cost was very expensive. On another dimension 5 (6.25%) of the respondents indicated that power overloading caused life casualties on human and animal.

According to the data obtained through interview from the management staff, from Hamle 1/1998-Senie 30/1999 budget year, the following amount of money was spent for public liability insurance.

1. Property damages (Computers, TV, Radio, Telephone)	Br, 135,426.38
2. Life casualties (People)	Br, 26,480.00
3. Life casualties (animals)	Br, 3, 747.99
	Total Br, 165,654.37

This data shows green light to EEPCO so as to improve its power distribution system.

Table 4: Compatibility of power supply with customers demand

Item	Response	
	No	%
Do you agree that EEPCO's power supply is compatible to your power demand?		
Strongly agree	7	8.75
Agree	13	16.25
Do not agree	22	27.5
Strongly disagree	36	45
Indifferent	2	2.5
TOTAL	80	100

According to the above table, 36(45%) of the respondents strongly disagree that EEPCO’s power supply is compatible with their power demand. This indicates that customers are not satisfied with the present current supply of EEPCO

Table 5: EEPCO’s preventive maintenance of power interruption

Item	Response	
	No	%
How often does EEPCO conduct preventive maintenance before power interruption occurs?		
Frequently	6	7.5
Sometimes	27	33.75
Occasionally	35	43.75
Not at all	2	2.5
Not known	10	12.5
TOTAL	80	100

From the above table one can see that 35 (43.75%) of the respondent indicated that EEPCO occasionally conducts preventive maintenance. This can imply that lack of on time preventive maintenance can lead to frequent power failure which can cost the corporation a huge amount of money and can even aggravate customer dissatisfaction.

Table 6: Performance/service of Emergency Maintenance of EEPCO

Item		Response					
		excellent	Very good	good	Average	Poor	Total
What is your point of view about the performance/service of the Emergency Maintenance Unit of EEPCO?	No	10	17	21	24	8	80
	%	12.5	21.5	26.2	30	10	100
Time it takes to repair the faulty network	No	7	14	16	20	23	80
	%	7	14	16	20	23	100
Speed in answering the emergency calls.	No	7	14	16	20	23	80
	%	7	14	16	20	23	100
Location of the branch to report power failures	No	23	20	18	13	6	80
	%	28.75	25	22.5	16.25	7.5	100
Handling customers request for repair and maintenance works	No	-----	23	26	31	---	80
	%	-----	28.75	32.5	38.75	-----	100
Sustainability of the repair and maintenance works	No	5	11	16	21	27	80
	%	6.25	13.75	20	26.25	33.75	

The above table indicates that

- 24 (30%) of respondent replied that the time it takes to maintain the faulty network lines was average.
- 23 (28.75) of the respondents indicated that the speed is answering the emergency calls from complaining customers is poor.
- 31(38.75) of the respondents indicated that the customer handling quality of the unit is not bad. But, still it needs to be improved.
- 27(33.75) of the respondents indicated that sustainability to the repair and maintenance of defects is poor

Taking into account all the data collected so far it is evident that the time it takes to repair faulty network lines, the customers handling quality, the sustainability of repair and maintenance of defects are satisfactory. Unless these problems are improved they can hamper sound customer relation. It can be concluded that without the provision of proper customer service and implementation of fair power distribution schemes, it would be difficult for EEPCO to satisfy the needs of its potential customers.

8. Conclusions and Recommendations

8.1 Conclusion

Based on the findings obtained, the following conclusions are drawn.

- Shortage of power supply and untimely maintenance on faulty network lines contribute to the problem of power interruption and can aggravate customer dissatisfaction.
- Power interruption especially in the evening can cause security problem where by theft and robbery can prevail.
- Customers are affected by power over loading problems causing property damage which cost them a lot of money.
- Failure to quickly respond to emergency calls by customers, longer maintenance time, unsustainable repair and maintenance is likely to result in disruption of customer-organization relationship.

8.2 Recommendations

Based on the conclusions drawn above, the following recommendation is forwarded:

- EEPCO should continuously check if proper supply of electric power is maintained taking into account the ever increasing power demand.
- Maintenance should be employed to reduce the frequency of power interruption to the minimum.
- Power interruption especially in the evening must be taken care of in order to enhance security of the public.
- Substantial effort should be made by the emergency maintenance unit of EEPCO to see to it that power is not disrupted.

- The power distribution division should make a considerable effort to apply safety measure to avoid power overloading which can damage customer properties and even lives of people and animals. Power should be regulated and proper amount of voltage must be supplied to end point users.

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Customer Reaction towards the Delivery of Ethio-Mobile Services: The Case of Central Addis Ababa Zone /ETC/

BY

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1. Statement of the problem

Telecommunication is one of the most fundamental elements for the socio-economic and political development of a country. It is also expected to help the country fully integrate into the modern global economy and serve as hub for the commerce and communication at a regional level. Ethiopian Telecommunication Corporation/ETC/ is the sole public operator and distributor for mobile telephone service of the country. In order to achieve its objectives i.e. providing mobile phone service, the corporation is facing challenges both in efficiently distributing mobile telephone services and ensuring utmost customer satisfaction.

Some of the problems that pose barriers for the corporation not to render efficient service and achieve customer satisfaction and confidence are the following.

- Lack of customer oriented and service focused delivery with primary emphasis being given to network expansion alone so far.
- Mobile phone users differ in terms of gender, age, educational background, profession, etc. Besides, there are group of individuals who cannot read and write. Even if they do, they may not understand the language of communication i.e. English language. This has caused another problem and prohibited them not to fully benefit from available services.
- Customers also criticized the service fee i.e. the monthly 50 birr for post-paid customer. Prepaid customer also complained that they don't have a clear idea as to how much exactly is the worth of the card they bought.

2. Objectives of the study

The general objective of this study is to identify the problem and prospect of customer satisfaction in ETC leghar branch. The specific objectives of the study are to;

- identify the most common factors hindering ETC Legbhar branch to customer service handling.
- evaluate the reaction of customer towards price quotation of the corporation.
- evaluate coordination among the service quality permanent with customer service handling.
- evaluate the method that ETC, at Central Addis Ababa Zone (Leghar Branch),uses to match the demand with its capacity.

3. Research Questions

The study will answer the following questions.

- What are factors that hinder the provision of effective and efficient mobile service for ensuring satisfaction of customers?
- What are the reactions of customers towards price questions of corporation?
- Is there any coordination among the service quality parameter in customer handling with regard to mobile services?
- How does the company match the demand for mobile telecom services with its existing service capacity?

4. Delimitation of the Study

Ethiopia Telecommunication Corporation (ETC) provides a length of telecommunication service including Fixed Telephone, Wireless Telephone, Mobile Phone, Internet and Broad Band, etc. However, the study is delimited to mobile phone services. Since the number of branches offering mobile services is huge in number, the study is focusing on only Central Addis Ababa Zone (Legehar Branch). Besides, only those customers who acquired Mobile Sim Cards from the branch are considered.

5. Research Methodology

The study employed descriptive research method. Employees and customers of ETC of the Central Addis Ababa Zone were the target population of this study where there are 300 mobile users and 30 staff employees. All the 30 employees, who have direct contact with customers, were considered as subject of the study. Out of 300 customers, 100 of them were selected as a sample respondents using convenience sampling technique.

Both questionnaire and interview were used as a data collecting tools. An interview was held with service delivery managers and questionnaires were distributed to users of mobile phone services and employees

The researcher employed descriptive statistics to summarize the findings. Percentages were computed to get the total picture of the data collected from sample respondents. The summarized data were then presented in the form of tables. Results of an interview were transcribed to substantiate the quantitative findings.

6. Summary of findings

Below are summary of the major findings.

- Regarding the availability of methods that the company is using to receive suggestions and complaints, 34(40%) of customers responded there is no instrument or means availed by the corporation to provide suggestions and/or complaint about the service of the corporation.
- In relation to service parameters, 50(58.82%) of customers and 16(53.33%) of employees said that reliability of employees in serving customer is high; 41(48.24%) of customer responded that employees are not responsive to customers while 47 (55.29%) of customers consider that the corporation give due regard to tangibility to build a good image in the eyes of customers.
- Regarding the mobile phone service tariffs, 53(62.35%) of customers and 24(80%) employees responded that it is “Not good” in line with the living standards of target customers.

- 60(70.58%) of customers and 22(73.33%) of employee indicated that the corporation's method to handle customers during high demand is not comfortable or convenient. Where as 35(41.17%) of customers responded that the corporation uses "place and time change" as a strategy during low demand.
- The majority of customers replied that there is low usage of basic services like call alert, call barring, call waiting (call holding), call divert, voice mail and short message service (SMS) as the corporation is not promoting the services to the society. The response obtained from an interview of employees indicated that the corporation could become beneficiary by increasing those basic value added features thereby it would ensure better customer satisfaction.

7. Recommendations

Based on the findings indicated above, the researcher would like to provide the following recommendations

- The corporation should apply well designed suggestion /complaints receiving system to create and facilitate sustainable relationship with its target customers. In this respect, the corporation should think of providing 24 hours customers care service and strengthen mobile customer care service.
- Integrating the service quality parameters should be reconsidered by the corporation to let the target customers be fully satisfied by the service.
- The price tariff quoted by the corporation for both prepaid and postpaid user should be revised by taking into account the buying power of customers and employing a cost effective strategy.
- The corporation should devise an appropriate strategy to cater service during high and low demand by taking in to account the prevailing scenario at hand. Basic value added feature on mobile service should be well promoted by the corporation to all current and potential users with a view to providing diversified service and thereby increase its revenue.

Internal Control over Fixed Assets: The Case of National Tobacco

Enterprise

By

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1. Background of the study

National Tobacco Enterprise (NTE) was a state owned organization under the Public Enterprise Supervising Authority. Initially it was established as the Imperial Ethiopian Tobacco Monopoly in 1942 G.C with a paid capital of ETB 50, 000.00. At the time of the start up of its operation, the enterprise had a capacity to produce only 112 million pieces of cigarettes annually. At present, the plant has a plan attaining a capacity of producing 3.5 billion pieces of cigarettes annually and has already achieved only about 70% of its capacity, which is nearly 2.05 billion cigarettes. This constitutes 100 percents of the total domestic production. Hence, tremendous improvements have been made to enhance its productivity and enable it to be profitable. However, since Septembers 1999 E.C., it has been re-established as a share company with paid capital of 250 million birr and a share of capital stock 250,000.00 each at per value of ETB 1,000. About 78 of shares are under possession of the government while the rest 22 shares are in the hands of foreign investors.

The enterprise has the following duties and responsibilities

- ❖ Producing tobacco and related production including candles
- ❖ Distribution of local and imported tobacco products to wholesalers and
- ❖ Importing different brands of cigarette for local consumption

2. Statement of the problem

Fixed assets, being high cost items, need to be efficiently utilized in every day operations. Control over fixed assets may encompass acquisition, recording, usage and disposal of plant assets. Despite the fact that National Tobacco Enterprise is owned and controlled by

the government, its control practice over its fixed assets is not in line with the benchmarking theories. Beside, many policies issued by overrunning bodies in Ethiopia seem not to have adequate provision regarding the control of fixed asset. This may lead the organization to waste material and money due to mismanagement of plant assets are naturally high cost of items.

3. Objectives of the study

The study is carried out to address the following objectives

- ❖ To see whether fixed assets are correctly recorded, adequately insured, properly maintained and appropriate depreciated.
- ❖ To show that acquisition, disposal and proceed from sales are properly authorized.
- ❖ To check weather annual capital expenditure is submitted to approval and authorized by the respondent body.
- ❖ To indicate that fixed assets are physically inspected and checked when received and stored.
- ❖ To see depreciation rate reviewed annually and calculated for checking its accuracy.

4. Research questions

The study revolves around seeking answer for the following basic questions.

- ❖ Are plants assets acquired after conducting adequate market research?
- ❖ Is there any approval of senior management in case of transfer of fixed assets (from department or unit to another department or unit)?
- ❖ Is identification number marked on the item easily removable?
- ❖ Is there any change in identification number when fixed assets are transformed from one department to another?
- ❖ Are there any discrepancies between the book record and the result of physical verification of fixed assets?
- ❖ Is there any formal procedure for identifying and reporting damage, obsolete and idle fixed assets?

5. Research Methodology

Descriptive research method was used for the study. The target population was employees of the organization working in the finance department. To select respondent, the researcher employed judgmental sampling. To include the fixed assets of the enterprise, stratified sampling was used. A total of 14 strata have been formed on the basis of classification of fixed assets. Both primary and secondary data were used. In order to collect primary data apart from administering questionnaire, interview, personal observation regarding acquisition, recording, safeguarding, authorization and disposal of fixed assets were also made.

6. Summary of findings

The finding of the study is summarized in four heading: acquisition, recording safeguarding, authorization and disposal.

6.1 Acquisition

- ❖ There is no adequate market research in the company before plant assets are acquired
- ❖ Purchase price, freight- in and installation costs capitalization when plants assets are acquired.

6.2 Recording

- ❖ There is a formal procedure in the company for the proposal preparation and issuance of budget, performing physical inventory as well as location and layout in the organization and its branches;
- ❖ There is no formal procedure for identifying and reporting damaged obsolete and ideal fixed assets.
- ❖ There is a company record that adequately classifies and identifies individual items maintained in the enterprise. The records are reconciled periodically to fixed asset counts.
- ❖ Fixed assets system and appropriate accounts are reconciled quarterly but capital asset subsidiary accounts are balanced to the capital assets control account annually.
- ❖ There is agreement on

- ◆ Opening balance with prior year working paper
- ◆ Ending balance with general ledger accounts
- ◆ Movement with total of supporting schedules of addition and disposal.
- ◆ Depreciation total with supporting schedules of depreciation.
- ◆ The company computes fixed asset depreciation correctly and by the rate that is given by the government.

6.3 Safeguarding

- Custodian of the capital assets and taking the annual inventory and reconciliatory of fixed asset system in the control accounts and making entries is performed by different person.
- Custodian of the capital assets and tagging, investigating the missing capital assets and making entries in the general ledger is performed by one person.
- The storage place for the fixed assets is not clean and it is difficult to handling and movement.
- There is a good physical security of fixed assets.

6.4 Authorization

- There is a formal original chart defining the responsibility of purchasing, Receiving, approving, and performing the inventory.
- There is authorized person who approve movement of fixed assets from store to office.
- Assets receipts approved by designated person with person in authority.

6.5 Deposal

- Gains or losses are recognized from disposal of capital assets.

7. Conclusion

- The company has no strong market research when fixed assets are purchased.
- There is no formula and procedure for identifying and reporting damage, obsolete and idle fixed asset.

- Custodian of capital asset and tagging, investigating the missing capital item and making entries in the general ledger shows that there is no longer segregation of duties.
- Fixed assets are stolen or vandalized but there is no report that indicates the assets are stolen or vandalized to the responsible body.
- Tag numbers is given when fixed assets are purchased; this tag number, however, is easily removable.
- Identification number given to a fixed asset is changed when fixed asset is moved from one office to another.

8. Recommendations

Based on the preceding findings the researcher would like to recommend the following.

- Making strong marketing research is advisable during the purchase process of fixed asset. Because it gives good information for the company about durability, quality, reasonable price and others.
- The company should have a formal procedure to identify and report damage obsolete and idle fixed asset.
- Tag number should be written by permanent marker rather than temporary marker.
- In order to protect temporary and permanent loss, permanent loss identification number given to a fixed asset should not be changed when fixed assets are moved from on office to another.

Online Drivers' License Training System (ODLTS): The Case of Addis Ababa Transportation Authority

By

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1. Introduction

These days there are a great advancement in web based systems such as online training, online exams and many others. In the case of our country, most training systems are still manual. The case in point is driver's training. Accordingly, this project is focused in developing a web based driver's training system which will enhance the process of delivering a driver license to users. Online drivers' training system provides 24-7 service and enables anyone to attend the classes where ever they are and when ever they want. Object oriented artifacts such as UML (Unified Modeling Language) were used to analyze, design and implement the system.

2. The current system and its problem

The Addis Ababa Transportation Authority is responsible for evaluating drivers and issuing a driving license. The training is being conducted by different private training institutes. The current system functions manually and is too traditional. It suffers from many problems and some of them include:

- The whole chain is bureaucratic and hence it takes too much time to be licensed
- Time and place limitation
- It is costly
- Corruption and fraud and
- Delay in the evaluation process

3. Objectives of the system

3.1 General Objective

The general objective of this project is to develop a software system that can improve further the process of drivers' license delivery.

3.2 Specific Objectives

- Provide sufficient course related modules and references
- Minimize cost
- Provide 24 hours service
- Make learning process interactive that use video and other interactive medias
- Enable drivers to view their result right after examination
- Enable the administrator to view drivers information and progress
- Generate forms and reports
- Provide virtual class rooms for drivers
- Enable drivers to perform better in short period of time
- Provide fast exam and evaluation system
- Enable drivers to learn at their own pace

4. Purpose of the system

The proposed system will support student who can attend classes online. It will have a base on a server that is driven via web page. The system will have forms that are used to record student information. It also generates student result report. Authorized user will have access to their result as well as modules, multimedia /video/, tutors, and exams related to the course. It is easy to update system resource, tutors, student results, exams and supplementary things. Some of the benefits of the system are summarized as follows;

- Easy to handle driver information.
- Reduce redundant /repeated/ information.
- Reduce number of copies of reference material.
- It reduces less storage device when we compare to the old system.
- Reduce data inconsistency and data redundancy.

- Reduce e employee's strain.
- Reduce printing cost.

For the drivers

- No time and place limitation to study.
- Easy to access material like modules, tutor, audio and video, and other materials online.
- Minimize transportation cost
- Reduce printing cost.
- Easy to access organized information.

5. Scope of the system

The project enhances only the student registration, training, examination and evaluation process. It does not include the process of issuing a driver's license and other parts of the current system.

6. Non- Functional Requirements

6.1 User interface and human factor

The ODLTS provides a graphical user interface. This makes it very interactive with users. The users of the ODLTS should at least have a basic Knowledge of the internet.

6.2 Performance Characteristics

The performance is highly dependent on the platform which it to be deployed on; because with a high performance machine, it is possible to run many concurrent users with no problems.

6.3 Quality issues

The system is going to be available for an eligible users/ a registered user with username and password/ on a computer with internet connection anytime and anywhere. Every information that go through the system is reliable. The client is involved in assessing the quality of the system in the development process.

6.4 System Modification

The system is anticipated to undergo changes in its scope in the future while technological, economical and political changes occur. The ODLTS provides a technical documentation which will help in performing changes.

6.5 Physical Environment

The system will be developed on a server which is to be provided by the client. External factor such as weather conditions has no effect on the performance of the system

6.6 Security Issues

The server on which the system is to be deployed is expected to have the highest level of security against external instructions and malicious users.

6.7 Resource Issues

The system is expected to perform under a limited internet connection speed server specifications.

7. System Model

7.1 Scenarios

Driver registration

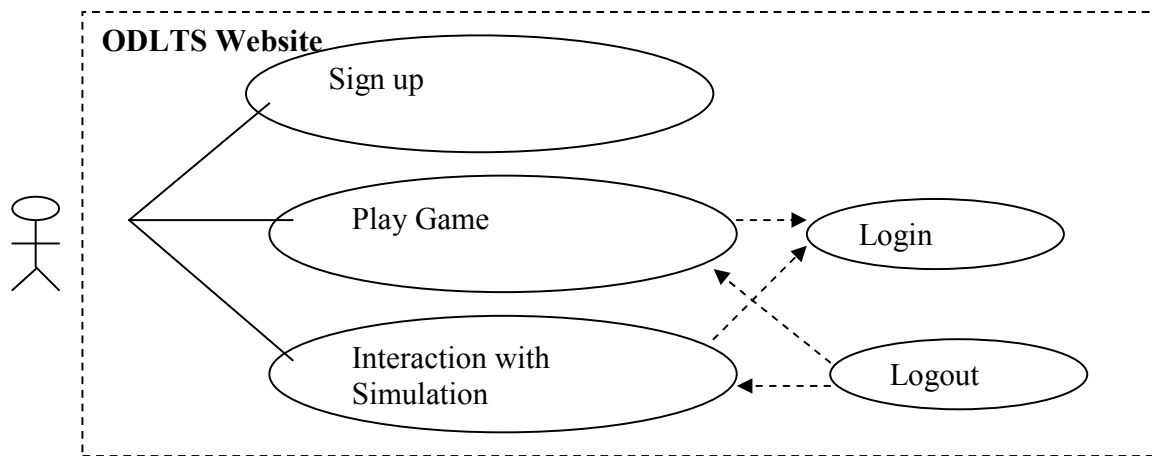
Scenario name

Participating actor instances

Flow of event

1. The driver activities signup function from the ODLTS logging page.
2. The ODLTS displays a form containing fields to be filled by driver
3. The driver enters personal information, registration number, username and password.
4. The driver activates the signup function.
5. The ODLTS registers the driver onto the database in the server.
6. The ODLTS acknowledges the driver by displaying OK message.

7.2 Use Case Model



User case name: **Register**

Description: Unregistered driver register to be users of the system,

Participating Actors: Student

Entry Condition: Driver who wants to signup as a user of the system.

Flow of events

1. The use case begin when the driver activate the signup function via U11 login page.
2. The system display U12 registration form.
3. The driver fills the form by writing personal information, user name and password via U12. Once it is completed the driver submits the form
4. The ODLTS review submitted form and create a new driver on the database /Alt course A/.
5. The system displays U13, A message confirming a completed registration
6. The use case ends.

A3. The system displays U14, an error message, indicating some problems on the submitted from.

A4. The use case ends.

Exit condition: The driver receives acknowledgment.

Special requirements: A driver can only signup once and have only one username and password.

7.3 Object Model

Name: Driver

Description: A major player of the system /Actor/ and a registered user of the system

Attributes: First Name
Middle Name
Last Name
Driver ID
Age
Sex
Date of Birth
Date of Registration
Registration Number
User Name
Password

Properties: Sign Up
Login
Play Game
Interact With Simulation
Logout

Name: User Account

Description: User information containing user name and password

Attributes: User Name
Password

Name: Game

Description: A playground for the driver to learn basic driving skill and rules

Attributes: Title
Game Type
Rules
Description

Name: Simulation

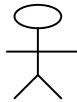
Description: A partially simulated part of a vehicle that demonstratives different parts

Attributes: Title

Description

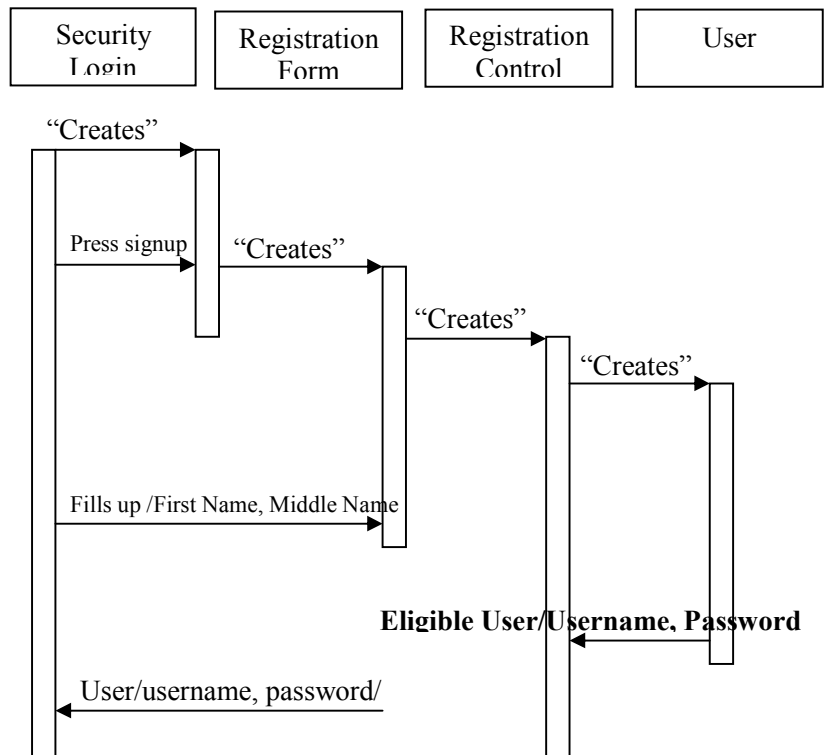
7.4 Sequence Diagram

Registration



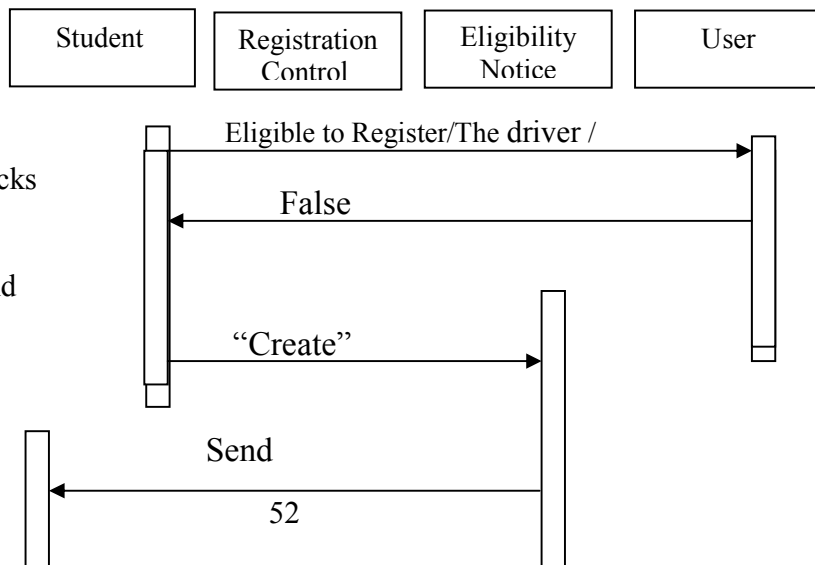
Signup as user basic courses of action.

1. Driver wishes to sign up
2. Driver presses signup button from the login page
3. The system displays a registration form
4. The driver enters personal, registration and user information and submits the form.
5. The registration control creates a new driver and acknowledges.
6. The registration control acknowledges the driver with the new user created.



Signup as a user basic course of action.

- A.4. The Registration control checks eligibility
- A.5. The Registration Control send the user ineligibility notice
- A.7. Use case ends.



8. Conclusions

Since the success or failure of any system depends on gathering the right information through different fact-finding technique and users' involvement, the team has made the best effort to gather these requirements. After having detailed review and study of the existing system, the model has been designed to reflect the new system that is supposed to solve the problems. We have also made a prototype to demonstrate what the proposed system would be at its completion. Eventually, it facilitates activities such as registration of diver, user authentication, course module preparation, student evaluation process, posting results, driving practice through simulation.

9. Recommendations

Based on the findings and conclusions reached at, the following recommendations are forwarded to improve the performance of the system.

- The current system should be immediately implemented to overcome the different problems.
- Intensive training should be given for employees before and after the system is implemented to give an insight on the awareness of technology.
- Further studies should be made

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**Evaluation of Company Resource of MOHA Soft Drinks Factory in
terms of Strength and Weakness and Competitive Capability: The case
of Tekelhaimanot Branch**

BY

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1. Background of the study

According to the employee handbook of MOHA soft drinks factory (2004), the Ethiopian Nefas Silk Pepsi Cola is the first Pepsi Cola plant in country and it was established in 1996 as a share company with an initial capital of 1 million birr. The capacity of bottling line at the time was 20,000 bottles per hour.

Teklehayamanot plant was established in 1961 as “Saba Tej” Share Company. It was nationalized in 1975 and, replacing the old line, started producing Pepsi Cola, Mirinda and Temberands in January 1978.

Mohammed Hussein Al-Amoudie (MOHA) soft drink industry was formed and registered under the commercial code of Ethiopian on 15th of May 1996. This company was formed after the acquisition of four plants located at Addis Ababa (Nefas silk and Tekelhaymanot). Later on, he purchased Gonder and Dessie plants on the 18th of January 1996. Currently, the factory has five branches plants, two of them are location in Addis Ababa (Nefas silk and Teklehaymanot) the remaining three plants are located in Gonder, Desie and Awassa.

The different branches across the country do have different capacities in terms of size and capabilities of production .The big ones are the one which is found in Nefas Silk (Addis Ababa) and Awassa branches. The Medium size is Tekelehaymanot (Addis Ababa) branch. The smallest in size and capacity are Gonder and Dessie plants.

2. Statement of the problem

Internal scanning is often referred to as organization analysis is concerns with identifying and developing organization's resource. Insightful company situation is a pre- condition for identifying strategic issues that management needs to addresses and for tailoring strategy to company resource and competitive capabilities as well as to industry and competitive conditions. The greatest mistake managers make when evaluating their resources is failing to assess the relative position of the organization to competitors. In this regard, MOHA soft drinks factory has its own weakness, specifically problem and evaluating the company's resources in terms of SWOT analysis to build the company's resource competitive capability.

3. Objectives of the study

The general objectives of the study is to carry out SWOT analysis on MOHA soft drinks company .With this general objective in mind, the study tries to address the following specific objectives:

1. Describing the kind of techniques the company is currently using to evaluate
2. Assessing factor that affect the company's evaluation practices and
3. Identifying the company's resource deficiency and it impact on the company's competitive capability.

4. Research Question

This study will attempt to answer the following questions.

1. What are the company's resource strength and weakness and its external opportunity and threat?
2. How does the company evaluate its strengths and weakness of resources?
3. Is the company formulating appropriate strategy for its resource strength and deficiency?

5. Research methodology

The study employed descriptive research method. 26 respondents were selected from a total of 198 employee of the branch office of MOHA soft Drinks Share Company at Tekelhaimanot Branch .The sample respondent were selected using purposive sampling technique.

Both primary and secondary data are used for the study .Structured interview and survey questionnaire were employed to gather firsthand information. Where as secondary data is obtained through document analysis.

6. Review related literature

6.1 Identifying company's strength and recourse capability

A indicated by David (1997) sizing up a firm's resource strengths and weakness and its external opportunities and threats requires what is known as SWOT analysis. Such analysis provides a good overview of whether a firms business is fundamentally healthy or unhealthy.

Strength is something a company is good at. It is a characteristic that results in enhanced competitiveness. Thompson and Strickland (2001:118) found that the strength can take any of the following several forms; a skill, valuable physical assets, valuable humane resource assets, other valuable organization assets, competitive capabilities, alliances or competitive ventures.

Weakness is something a company lacks or does poorly in compassion to other or a condition that puts companies at disadvantage position. Thompson and Strickland (2001:119) indicated that a company's internal weakness can be related to the following:

- Deficiencies in competitively important skill, lack of expertise or intellectual capital of one kind or another.
- Lack of competitively important in physical, organization or intangible asset; and,

- Missing or weak competitive capabilities in key areas among other things.

Internal weakness is, thus shortcoming in company's resources.

6.2 Identifying company resource competencies and capabilities

Identifying and evaluating what a company is really good at and what capabilities it has for competing is a critical component of assessing company's situation. As cited by Jeffery and Carun (1998:160), company's competence is nearly always the product of experience, representing the accumulation of learning over time and the buildup of real proficiency over time. Competencies have to be consciously built and be developed they just don't happen.

Thomson and Strickland (2004:122) indicated that one of the most valuable resources a company owes is its ability to perform a competitively relevant activity very well. An important competitive internal activity that company performs better is termed a core competence. While a core competence is something a company does well internally, what makes it a core competence opposed to just a competitiveness and profitability rather than peripheral.

Thomson and Strickland (2001:122) further stated that distinctive competence is something a company does well in comparison to its competitors. However, what a company does best internally doesn't necessarily translate into distinctive competence unless the company performs its activities well better than its rivals and enjoys competitive advantages.

6.3 Matching strategy to the company's resource strength and weakness

From a strategy- making perspective, a company's resource strengths are significant because they constitute the cornerstone of the strategy and for creating competitive advantage. If a company doesn't have the resource and competitive capabilities around which to craft an affective strategy, managers need to take decisive remedial action to upgrade existing organization resource capabilities and add other as needed, Edward and Jean (2004:53).

6.4 Value chain analysis Approach

Azhar K. (2004:149), indicated that a good way to design an organization analysis to ascertain where firm's product are located in the overall value chain. A value chain is linked set of value-creating activities beginning with basic raw materials coming from suppliers moving on to a series of value-added activities involved in producing and marketing products or devices and ending with distributors getting the final goods into hands of the ultimate consumer.

As cited by Clowes, et al, (2005, 242), scanning and analyzing the external environment for opportunities and threats is not enough to provide an organization's competitive advantage. Analysts must also look the corporation itself to identify strategic factor and critical strengths and weakness that are likely to determine if the firm be able to take advantage of opportunities while avoiding threats. This internal scanning is often referred to as organizational analysis and is concerned with identifying and developing an organization's resource.

David and Thomas (2004:56) indicated that the simplest way to begin an analysis of a corporation's value chain is by carefully examining its traditional functional areas for potential strengths and weakness. Functional resource includes not only the financial, physical, and humane assets but also areas to formulate and implement the necessary functional objectives, strategies, and policies.

7. Summary of the findings

This section provides summary of findings and the followings are the major findings of the study.

- ❖ Majority of respondents i.e. 22(85%) were found to be males.
- ❖ The study showed that majority of them 23 (85.5%) were first degree holder.
- ❖ Majority of the respondent have long years of experience ranging from 5 to 10 (57.7%) in the factory.

- ❖ 10(38.5%) of the respondent responded that employee's skill is one of the company's resource strength among other resource.
- ❖ Company's building facility and administrative skill has less contribution to the factory performance or weakness respectively.
- ❖ Employee's skill and production system are core competence or superior performance of the factory's competitiveness respectively.
- ❖ Majority i.e. 19 (73.1%) of the respondent described employees skill as distinct competency or extremely superior performance for the effectiveness of the company.
- ❖ Majority i.e. 18(69.2%) of respondent indicated that the company didn't have appropriate strategy for identifying resource deficiency.
- ❖ Half 13 (50%) of the respondents indicated that the company formulate appropriate strategy for the company resource strength.
- ❖ The study showed that 21 (20.8%) of top management bodies have good attitude towards resource evaluation activity in terms of strengths and weakness;
- ❖ All respondent indicated that the company does not apply scientific approaches to evaluate the company resource in terms of strengths and weakness;
- ❖ The finding also showed that a mechanism being used by the company is observation to evaluate resource in terms of strength and weakness;
- ❖ All respondents indicated that the company resource evaluation standard or beach mark is based on past experience.

8. Conclusions and Recommendations

8.1 Conclusions

- ❖ The company's building facility and administrative skills were major weakness.
- ❖ There is lack of good attitude towards resource evaluation in terms of strength and weakness by the top management.
- ❖ The company does not use scientific approached to evaluate its resources.

- ❖ The company's resource valuation mechanism is based on observation and subjective judgment.
- ❖ Employee's skill is the one and the better performance compared to other resources and these resources are considered as distinct resource competency.
- ❖ Failure to give the required attention to other benchmarks of resource evaluation discourages the company to adapt effective monitoring system.

8.2 Recommendations

Based on the findings and the conclusions drawn, the researcher would like to forward the following recommendations.

- MOHA soft drinks factory should exert at most effort to establish separate departments to accomplish resource evaluation activities effectively in a responsible manner.
- Substantial effort should be made by MOHA soft drinks factory to adopt scientific approaches for evaluation of recourse of the company in terms of their strengths and weakness to get a better performance and implementation.
- The company should take the necessary measure to overcome the problem of formulating appropriate strategy for the company resource strength and weakness to ensure the competitiveness of the company.
- The company administrative body should analyze and understand the importance of resource evaluation activities.

Problems of Human Resource Information Management System at Commercial Bank of Ethiopia.

By

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1. Background of the study

The success or failure of any organization is highly dependent on the effective and efficient utilization of its resource; i.e., human, material and information resources. Among these, human resource is the most vital of all resources and it should be developed strongly to get the best out of it. The human resource of any organization represents the most critical resources which have the capacity to enhance business development. The continuity of any organization and its continued growth and prosperity are assured only through proper human resource management.

In this study, an attempt was made to assess the problems of human resource information system management at Commercial Bank of Ethiopia. The effectiveness of the service being rendered by the Bank is determined by the quality of human resource, which is a main factor for the success and development of the bank. Moreover, the study gives special attention to analyze the actual problem of human resource information management system at Commercial Bank of Ethiopia. Further more, it also tries to compare with some standard principle of human resource information management.

2. Statement of the problem

The major problem observed in the human resource information management system at the Commercial Bank of Ethiopia are summarized as follow

1. Delay in meeting deadline set by the request bodied because of the time spent in sorting, consolidating and typing reports.

2. Frequent references of confidential human resource information both by authoritative and non-concerned bodies assigned in the time of consolidation request lodge from different source.
3. Dissatisfaction of employees often observed during the presentation process because of the vast redundant nature of the work.
4. The need for preparing a number for report, which do require different particulars
5. Additional man-hour input requirement during data preparation that necessitates additional cost in terms of overtime payment.

This indicates that there is lack of effective humane resource information system management in the Commercial Bank of Ethiopia.

3. Objectives of the study

The main objective of the study was to assess the humane resource information management system of Commercial Bank of Ethiopia, under the department of humane resource management, and the benefit of using computerized humane resource information management system. In addition to this, it tired to suggest possible recommendation that would be useful to take the necessary measures if required, to improve the existing situations.

4. Research questions

- ❖ Is Commercial bank of Ethiopia's human resource information system management computerized or manual?
- ❖ What is the benefit of using computerized humane resource information management system in Commercial Bank of Ethiopia?
- ❖ How far the commercial Bank of Ethiopia has adopted computerized humane resource information system practically?

5. Research Methodology

In gathering primary data, systematic random sampling was used. Since this method was found to be helpful in selecting personnel who are knowledgeable about the subject matter of the study

The sample size of the study was 13 staff selected from 16 employees in human resource information department .respondent for this study were managers, staff who are working at the office. The conduct this study, both primary and secondary data were used.It includes data obtained from interview, questionnaires and observation. From this, an attempt is also made to gather quantitative data.It includes data gathered from published and unpublished sources like books, journals, brochure, annual report of CBE, researches paper on similar studies and the internet. Interview was conducted with heads and humane resource clerks.

- ❖ Questionnaires were also distributed among the selected staff members and management group.
- ❖ Examination pf published and unpublished source was also made.
- ❖ Observation was also used to gather relevant information.

Data for this study are systematically analyzed and presented by using tables and graphs. Also numbers and percentage are used summarized and presented result of the study.

6. Summary of major Findings

The human resource information is created at the time of employment and update since then until the termination of services. Management for each employee is maintained at the Head Office based on which administrative decisions carries out data and information. The informative documents are build up in the perspective of human resource information files in chronological order. The type of personal information maintained by the bank are dominantly related to employment history, performance appraisal, disciplinary measure (if any), letter of appreciation and rewards, technical training given, employee's current status, age, gender, salary, position, address, ethnic group, attrition, employee benefits, etc.

As all information cannot be captured by any information storing system, there is important information that is not modifiable, which remains in the head office. The system used by the human resource information system department badly suffers from the inherent shortcomings to provide information to top management. Apart from all the required information, which is not inclusive, the store ones are not error free and not organized in such a way that is convenient and easily accessible. Information sharing is not possible to authorized officials unless they refer to the personal file one after the other.

The file contains the past events of the concerned staff which may not be useful as a basis for future decisions. Also, it is time consuming to select the relevant information from the chronologically built up file and process it in a logical order for subsequent decision by the authorized body. The security is also questionable as the papers in the file can knowingly or unknowingly be detached easily. Likewise, confidentiality of the information is a t risk as the personal file may fall to the access of unauthorized and in appropriate individual through informal way.

For instance, if an employee's performance appraisal profile is needed by executives may be for appointment purpose so, the human resource clerk would be obliged to turn page by page from the very beginning up to the end. And compile the information to subsequently submit to the requesting authorized person of action. In such practice, regardless of being a cumbersome task, there could happen overlooking constituent items that adversely affect completeness of the report on which the sensitive decision is to take place. Besides, the compilation is a time consuming process where subsequent decision could not be passed on time.

With regard to stored information in the personal file, all the clerks of the records and placement sections have access to the personal file of the staff. On the top of that all the Division Managers of the Human Resource Department as well as Top Management and other Department. Asses, Vice President of the Bank are allowed to refer any time. The

problem of the Bank's human resource information system management increased from time to time due to an increase in the number of employees in the organization.

The increased manpower intake, the increasing turnover and staff movement from one place of assignment to another, the increasing need of training and professional development of employees and others necessitate the need for computerized human resource information system of the Bank.

7. Conclusion

In general, the current human resource information management system of the organization is not efficient and effective in the context of the dynamic market driven economy. To overcome or minimize the associated problems, pragmatic option can be forwarded for all practical purposes. Hence; the first and most important options are to introduce computerized humane resources information system. Personal computer makes everyone's job, from clerk in the counter to the president in the boardroom, a bit easier.

With a computer and appropriate spftt ware an organization can computerize all the information contained on the employee records. These new computerized employee records would allow having.

- Access to employee and organization information that is current and up-to date .IT would no longer be necessary to leaf through fillies of papers in order to find the exact piece of information that someone is looking for. In order to find any specific piece of information, one simply calls up the employee record and all data on the employee would be quickly displayed.
- The ability to quickly and easily maintain employee record information in a current and up-to date manner. Computer can assist in keeping current date by providing quick and easy method of updating. These information changes to a specific employee would have to be completed on individual basis.However, mass changes as across-the board salary increases, can be done with just the press of a single button saving time.
- Automatic editing capabilities that monitor the information, which you input and alert you to date, which may not be accurate. A commuter can detect obvious

errors to attention. This aids greatly in preventing and controlling of haphazard typographical or transportation errors that occur when a person in entering information into a paper when he/she adjust employee recorded.

- An online bank of information for planning current and humane recourse needs. Computerized database of employee's records give the ability to run reports and analysis at the press of button. It's not necessary to spend time gathering, preparing, and developing reports. The computer will do it.

8. Recommendations

Apparently organization can not function without managing their information process effectively. Information is taken in, assimilated and applied. The information processes must be dynamic in this fast moving world business. To extract useful management information in real time and to facilitate and maintain the three information systems that is, system scope, vertical and horizontal system underlies the idea of Applying a computer based information management system in any modern organization. This helps to enhance management effectiveness by improving information flow and transfer in the organization. Hence, CBE has to introduce computerized humane recourse information system to substantially overcome its shortcoming if replicated in the humane resource information management system.

This innovation is improved efficiency, quality and new or improved service. From which the bank can maximize its benefit if it is able to introduce the corporate networking with dumb terminal type of computer technology to subsequently shift to the latest technological possibility in due course of time.

The application of a soft ware is better to be developed in –house as the package does not fit the specific situation the organization is in and unique variable the bank want to incorporate in the software.