



Tracer Study Of Management Department, Ganesha University Of Education Year 2013 – 2015

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ABSTRAK

Tracer study adalah pendekatan yang memungkinkan institusi perguruan tinggi untuk memperoleh informasi tentang kemungkinan kekurangan dalam proses pendidikan dan proses pembelajaran. Ini juga dapat menjadi dasar untuk kegiatan perencanaan perbaikan di masa depan. Target dari tracer study ini adalah alumni lulusan Jurusan Manajemen pada tahun 2013 - 2015 dan stakeholder dalam hal ini adalah pengguna layanan lulusan jurusan Manajemen. Hasil penelitian ini menunjukkan bahwa lulusan yang dihasilkan oleh Jurusan Manajemen memiliki waktu tunggu rata-rata waktu kurang dari 12 bulan (1 tahun) untuk mendapatkan pekerjaan. Jenis pekerjaan yang lulus dari Jurusan Manajemen kebanyakan di sektor swasta, hanya ada satu orang yang memutuskan untuk menjadi pengusaha. Sebagian besar lulusan menghasilkan 1 juta rupiah - 3 juta rupiah per bulan sebagai penghasilan pertama. Sebagian besar lulusan merasa puas dengan aspek pembelajaran yang diperoleh selama studi mereka di Departemen Manajemen serta tanggapan tentang pengalaman belajar. Lulusan cukup puas dengan pengalaman belajar selama kursus di Departemen Manajemen. Para lulusan mengeluh tentang kondisi fasilitas ceramah yang tidak memadai. Itu jelas merupakan masalah serius yang harus segera diatasi. Sebagian besar pengguna lulusan (stakeholder) merasa puas dengan kemampuan lulusan jurusan manajemen. Itu hanya aspek kemampuan berbahasa Inggris yang masih dianggap kurang. Sesuai dengan kemampuan bahasa Inggris, keterampilan komunikasi juga dikeluhkan oleh pengguna lulusan (stakeholder).

ABSTRACT

Tracer study is an approach that allows college institutions to obtain information about possible deficiencies in the educational process and learning process. It can also be the basis for future improvement planning activities. The target of this tracer study was the alumni of Management Department graduates in 2013 - 2015 and the stakeholders in this case were the service users of Management department graduates. The results of this study indicated that the graduates produced by the Management Department had an average waiting time of less than 12 months (1 year) to obtain a job. The types of jobs graduated from Management Department were mostly in the private sector, there was only one person who decided to become an entrepreneur. Most of the graduates earned 1 million rupiah - 3 million rupiah per month as the first income. Most graduates were satisfied with the aspects of learning gained during their study in Management Departments as well as the response about learning experience. Graduates were quite satisfied with the learning experience during the course in Management Department. The graduates complained about inadequate lecture facilities condition. It was certainly a serious significance to be addressed immediately. Most of the users of the graduates (stakeholders) were satisfied with the ability of management department graduates. It was just the aspect of English language skills that were still considered less. In accordance with English language skills, communication skills were also complained by graduate users (stakeholders).

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1. Introduction

Education is one of the best ways to get out from incipience and poverty. A good quality of education will provide a better way of life in the future. So, by education, people are educated, trained, taught to behave, taught to think, and be creative to explore the potential that exists in him. The quality of education will affect the characteristics, and ability of graduation. So that quality of education is not only measured by how smart the outcomes or graduates, but also judged by how much the benefits toward himself and others.

The success of universities in creating qualified graduates from their attitudes, behaviors, and skills is determined by the quality of the lecture program, the teaching staff, and the supporting facilities. Without these three aspects, it is impossible for a college to create qualified graduates. Assessing the quality of course programs, the quality of teaching staff, as well as supporting facilities will be done by the college, as well as from outside assessment. Self-assessment can be done by the college by using self-assessment standards that have been determined by the Ministry of Research, Technology and Higher Education. Then, one of the external assessments can be done by tracing alumni or graduates (tracer study).

Harald Schomburg, 2003 defined that tracer study is as an approach that enables higher education institutions to gain information about possible deficiencies in educational processes and learning processes and can be the basis for future improvement planning activities. Information provided by alumni can be about relevant knowledge and skills (the relationship between knowledge of skills and job demands, work field, professional position). In addition, alumni are also able to assess the condition of the study that they experienced during the course. Tracer study can also be used to find information about the stakeholders needs of the required graduate skills.

Ganesha University of Education (Undiksha) is one of the state universities that is very consistent in maintaining the quality of graduation. This is an overall institutional work program to improve the graduation competitiveness in the work field or business field. A wide range of work programs has been undertaken by Undiksha to continuously improve the quality of graduation. All study programs or departments within Undiksha are expected to be accredited at least B in 2016. For that, all the study programs and departments that exist in Undiksha try as much as possible to actualize it.

Management Department, Faculty of Economics is one of the existing courses within the Ganesha University of Education (Undiksha). The vision of Management Department is the realization of Management Department which is able to develop economics in the field of management quality and highly competitive. It means that Management Department aim at preparing human resources with character, integrity and dedication in the field of economics management who be bale to compete in the progress of the growing era.

Until December 2015, Management Department has graduated 168 graduates. When viewed from the average number of graduates, Management Department graduated 42 scholars each year (from 2013 to 2015). As a new study program in 2009, the existence of Management Department is well known in the community. Enthusiastic people to study in Management Department are increasing every year. This is certainly a challenge for managers of Management Department to improve continuously the quality of graduation in order to continue to compete in the work field. One of the quality improvements of Management Department is by conducting alumni tracer research in order to know clearly the quality of the graduates.

The tracer study that is conducted could see the picture from two sides, namely the alumni side as the service user of the educational institution and the stakeholder side as the graduate user. The purpose of this alumni search (tracer study) is to get an overview of the lecture program that has been obtained by alumni, as well as the quality of graduates produced by the Department of Management. While the target of alumni search participants (tracer study) is the alumni of Management department who graduated in 2013 - 2015 and the stakeholders (stakeholders) in this case is the service user of Management graduates. It is expected to obtain a description of the assessment of lectures program conducted by Management majors so far.

This study will be able to show at how the profile of Undiksha management graduates in 2013 - 2015, how alumni responses to learning aspects, conditions of learning facilities, and learning experiences during the lectures in Undiksha, Management Department, and how Stakeholders respond as a user of Undiksha Management Department 2013 - 2015 graduates?

Regarding on the formulation of research problems that have been described, it can be submitted that the objectives of this research are as follows: 1) To know the profile of graduates of Undiksha's management department in 2013 - 2015 from the field of work, the average length of waiting until the first job, and the amount of income earned first? 2) To know the alumni's response to the learning aspects, the condition of the learning facilities and the learning experience during the lecture at the Undiksha management department? 3) To know the response of Stakeholders as users of graduate services Management Department Undiksha 2013 - 2015?

Review Of Related Literature

The Needs of Work Field

Turning to the 21st century that is signed by trade liberalization, it is important to requires a genuine effort to improve the quality of human resources (HR) who are truly ready to face the increasingly of global competition. The problem faced by graduates of PTN and PTS (human resource) in Indonesia is unpreparedness when going into the work field. This is a challenge for the education field in Indonesia to be able to create a professional workforce so that, the State of Indonesia's human resources can compete with the human resources of other countries such as Malaysia, Singapore, and the Philippines. Therefore, the demand to dare to innovate and work earnestly to prepare the educated human resources of the future to compete in the work field must be followed up. HR desired in this era of globalization is not only as workers, but also as entrepreneurs.

In order to meet these demands, the General Director of Higher Education has stated that one of the main goals in the field of Higher Education for Pelita VI and to meet the milestone of 2005 and 2020 is; "Structuring the Higher Education System to be Better In accordance with the Needs of Society and Development. To build the nation's competitive ability, it must be implemented jointly, convergent and synergistic in the development and utilization of science and technology for the welfare of the nation. Components of government, universities, and industry must bring potentials of equal network to conduct research and development as organized and systematic way. Especially in the current era of globalization, Indonesia like other developing countries is faced with the challenge of the emergence of global competition in the trade between nations. The existence of global competition will cause Indonesia "invaded" or faced with various products and new technology from other countries. Within the framework of achieving industrial competitiveness, universities can play a role more than just technology-makers, but universities can take on the role of "agents of change", and become an important part in the implementation of development and technological transformation. To be able to carry out such a role, a network of relationships between universities and government and businessmen must be developed.

The Directorate General of Higher Education has anticipated the change by drawing up a long-term high-education (HELTS) strategy for 2003-2010. The long-term strategy has established three basic policies that have become the reference of every college to move toward a higher quality. Through the autonomy, it is hoped that universities can organize themselves, determine the direction and policies to achieve the stated goals of becoming a healthy higher education institution and gradually to compete in global competition through human resources excellence, research results and other findings. In order to improve the competitiveness of the nation, the quality of student resources must be improved in order to become a competent graduate. A competent graduate is not only able to master the knowledge and technology in his field, but also has Soft skills.

Tracer Study

The amount of the graduates who are able to take part in development according to the relevance of their education can be traced toward the graduates (Tracer Study). The Tracer Study is an approach that enables higher education institutions to gain insight into possible deficiencies in educational processes and learning processes and can be the basis for planning activities for future improvements. The Tracer Students' results can be used by universities to find out the success of the educational process that has been done on their students. Even in competition and accreditation grants programs always require the data of Tracer Study results through graduation waiting parameters, percentage of graduates who have worked, and the first income earned.

According to Schomburg (2003) the main purpose of Tracer Study activities is to identify / identify the quality of graduates in the work field, while the specific purpose of Tracer Study is: 1) Identifying the competency profile and graduates' skill. 2) Identifying the relevance of curriculum implementation that has been applied in universities to the needs of work field and professional development within the competencies of the department. 3)Evaluating the relationship of the curriculum and studies in the department as a scientific development; 4) As a contribution in the process of accreditation of department. Tracer Study is one of the strategic things to do by every educational institution. There are at least three benefits that can be obtained from the implementation of this activity, namely: 5) To know

stakeholder satisfaction, in this case is graduates' performance which relate to their learning experiences, that will be used as an evaluator of institutional performance; 6) To get a relevant inputs as the foundation of institutional development, related to competitiveness, quality, and working experiences of the graduates that can be used to get opportunities and cope with future threats; 7) To improve graduate and alma mater relationships, because when viewed from the experience of famous educational institutions, strong bond between graduates and alma mater will bring many benefits to the alma mater along with the acknowledgment of the graduates' performance in the community.

The Graduates Profile of Management Department Undiksha

The graduate profile describes the competence of graduates of Management Department, which includes three things: graduation waiting period, percentage of graduates who already employed, and first income earned. This data is as a field in the accreditation form of Management department. The waiting period of Management department's graduates is the length of time waiting to get the first job after graduation. Waiting period are divided into <6 months,> 6 - 12 months,> 12 - 18 months and> 18 months. While the other is a waiting period of graduates of Management department who more than a year do not work because of being a housewife or because of the family finances have been fulfilled or continuing studies.

The percentage of graduates who have worked is the number of graduates of Management Department from the year of research who has worked that is compared with the number of graduates in the year of study. The calculation of the percentage of graduates who have been working is calculated based on the data obtained. While the first earned income is grouped to <1m,> 1 - 3m,> 3 - 5m, and> 5m. As of December 2015, Management department has graduated 168 graduates. When viewed from the average number of graduates, each year the management department graduates 42 scholars each year (from 2013 to 2015). As a new study program in 2009, the existence of Management department is well known in the community. Enthusiastic of the people to study in Management department from year to year is increasing. This is certainly a challenge for managers of Management department to improve continuously the quality of its graduation in order to continue to compete in the work field. One of the quality improvements of Management department is by conducting alumni tracer research in order to know clearly the quality of the graduates.

2. Methods

Research design

The research design is the framework that is used to carry out the research (Malhotra, 2007). In tracing alumni research (tracer study), descriptive research design was used. This research will explore more information about alumni and stakeholder views describe and present the information clearly and systematically.

The research design was started from the preparation of research that were; making the research proposal and also designing the cost budget plan (RAB) needed for this research. Searching of the alumni data in the form of data on the number of graduates and biodata of graduates were obtained in the academic section of Economics faculty of Undiksha. A field survey was conducted to track the presence of alumni for asking information. Data collection was done by combining the overall data obtained from the field survey. Data processing was done to tabulate and present information about the data that has been collected. The result of the research was the report of the overall results obtained from this research activity.

Subjects and Object Research

The subjects of this alumni tracer study were alumni of Management Department that had been graduated between 2013 and 2015. The overall population of Management Department in 2013 - 2015 was 168 people. A simple random sampling method is a sampling technique that chooses subjects based on Specific criteria established by researchers (Sugiono, 2005). The calculation of Slovin formula determined the number of samples in these study as many as 63 alumni of Management department.

Objects in this study were graduate profiles, graduate responses, and responses of service users (Stakeholders). Everything would be summarized into information that was used as input for Management Department Undiksha in implementing the work program in the future.

Operational Definition of Variables

In this study, the extent of the graduate profile of the Management Department Undiksha, the graduate response from the experience gained during the lecture in Management Department Undiksha , and the Stakeholders response as the graduate user of the Management Department would be measured. The definition of research variables can be seen in the following table.

Operational Definition of Variables Table

Variables	Operational definition
Graduates' profiles	The waiting period of the graduates after graduation to get a job. The waiting period was divided into <6 months,> 6 - 12 months,> 12 - 18 months and> 18 months, Type of work included civil servant, private employee, BUMN employee, and first earned income were grouped to <1m,> 1 - 3m ,> 3 - 5 million, and> 5 million.
Graduates' responses	Response of aspects of learning, condition of learning facilities, and learning experiences during lectures in the Management Department Undiksha
Stakeholder responses	Responses as graduate users covering Integrity (morale and ethics), expertise by field of knowledge, mastery of English, mastery of technology, communication skills, teamwork and self-development skills

Method of Tracking and Data Collection

Investigation is the way to get information about things that does not known for sure. The first information that was needed to begin this research included: 1) Data collection of graduates of Management Department Undiksha from 2013 to 2016. 2) Collection of the graduates' biodata in Management Department Undiksha in academic year 2013 – 2016. 3) After the data collection phase was done, the next step was graduates tracing.

Research Instruments

In this study, the main instruments were questionnaires and interviews. Questionnaires were used to find information about alumni and its views on the Management Department Undiksha. The questionnaire in this study was obtained by downloading on the website www.tracerstudy.undiksha.ac.id. It was expected that the implementation of this tracer study could help the institution in conducting the tracer study as a whole. After that, Interviews were required to complete the results of the questionnaire obtained.

Data Analysis Method

Descriptive method was used as data analysis method. It was used by describing existing data. This research analyzed several issues concerning the profile of graduates, graduate responses and Stakeholders responses. Analysis of research data referred to several stages; 1) The collection of information through direct observation in order to see the real condition of the graduates. 2) Data reduction was selection, focusing on simplification, transformation of coarse data arising from field notes during research. The purpose of a transcript data was to select which information was appropriate and not, in accordance with the problem of being a research center in the field. 3) Presentation of the data was a collection of information in the form of narrative text, graphics, tables and charts which aimed at sharpening the understanding of research on the selected information and then presented in the table or explanation description. 4) The final stage was the conclusion of the results of research conducted.

3. Results And Discussion

Graduates Profile

1) Waiting period

The first graduate profile was graduated waiting period. The waiting period here was the period or waiting time of graduates from the day of graduation until the first job. The results showed that 28 people (44.44%) graduated got a job before 6 months after graduation, 22 people (34.92%) graduated from 6 to 12 months after graduation, 10 people (15,87%) gained employment between 12 - 18 months, and 3 people (4.76%) graduates obtained employment after more than 18 months of graduation.

The high absorption of graduates in the work field was caused by the quality of graduates who were quite able to compete in the labor market. The good quality of graduates was certainly in great demand by the work field. Besides qualified graduates, the public recognition of the existence of Undiksha was very much taken into account. Undiksha as one of the state universities in Bali is institution that consistently produces a professional and qualified workforce.

The passion of graduates in finding a job was one of the factors which also caused the graduates to be absorbed quickly in the work field. Graduates who qualified, plus a high spirit would surely make graduates quickly absorbed in the work field, although there were still some graduates who got the job more than 12 months (1 year). Graduates who were reserved for more than 12 months (1 year) were

mostly caused by low enthusiasm in finding a job. This became the future point for Management Department Undiksha to motivate graduates to quickly find a job or open a business.

2) Job Type

The types of job were differentiated into Civil Servants (PNS), Private Employees, Employees of BUMD (Regional Owned Enterprises), Employees of State Owned Enterprises (BUMN), Entrepreneurs, and others. The results of the study found that most of the respondents worked as private employees, as many as 54 graduates (85.71%), the rest of them work as BUMD employees, BUMN employees and the interesting one was entrepreneur. This was certainly less encouraging because of from 63 respondents Management graduates, only 1 person who became entrepreneur. In the future it is expected that Management Department Undiksha are able to motivate their graduates in order to be self-employed independently. This course must be supported by the improvement of curriculum of Management Department Undiksha that more direct the students to have entrepreneurial spirit.

Management Department Undiksha should start to improve the curriculum to be able to create more entrepreneurial graduates. One way is to bring young entrepreneurs who are quite successful in the world of business, so as to motivate students face into the world of entrepreneurship. Provision of Entrepreneurship Lab at Economic Faculty Undiksha is expected to be a bridge to create young entrepreneurs among students. Management Department Undiksha should actively coordinate with Entrepreneurship Lab which has been formed by Faculty of Economics Undiksha, so as to improve the quality of entrepreneurial learning among students.

3) First Income

The first income is the income earned for the first time by graduates while working after college. The results showed that most of the graduates earn income between 1 million rupiah - 3 million rupiah per day that is as many as 59 graduates (93.65%). While earning income between 3 million rupiahs - 5 million rupiah per day as many as 4 people graduate (6.35%). This is very reasonable, because as new graduates most companies still provide income of UMP (Provincial Minimum Wage) or MSE (District Minimum Wage) which is about 1.5 million rupiah - 2 million rupiah. The average graduate still worked as a staff that had not held a strategic position. Of course graduates should work harder and develop themselves in the work field in order to generate greater revenue.

Graduates who earned 3 million rupiah - 5 million rupiah per month amounted to 4 people. Judging from the type of work involved, of course it was natural. These higher earning graduates worked for large companies (such as Banks) or companies that pay their workers in foreign currency standards (at Villa). This could be useful information for Management students later that after college graduation, they can choose companies that can provide more income. Of course this should be balanced with the quality of graduates as well as professionalism. By knowing the description of this first income information, the Management Department Undiksha could give an idea to prospective graduates to improve their quality and professionalism in order to be accepted to work in companies that provide higher income.

Graduates Response

1) Learning Aspects

Aspects of learning consisted of lectures, academic guidance, and final project guidance (thesis). The result of the study stated that graduates were very satisfied as many as 9 people (14.29%), who stated satisfied were 48 people (76.19%), which stated enough were 4 people (6.35%), and unsatisfied were as many as 2 people (3, 17%). From the result, it could be said that graduates were quite satisfied in the learning during their study in management department. This could not be separated from the commitment of all lecturers in management majors who are consistent in serving students in completing their studies in Undiksha. Commitment is realized by giving lectures in accordance with the curriculum that had been socialized to students, provide academic guidance at any time to the students, as well as guidance of the final task that is always monitored by his supervisor. This certainly caused students to feel comfortable completing their studies in management majors.

The good response from these graduates had instantly made Management department, as there were still graduates who claim enough and were less satisfied with the learning process. It is expected that the management department will keep improving through the lecturers and staffs in providing good services to the students, in order to satisfy all the students who study in the management department.

2) Learning Facilities

The condition of the learning facility was the alumni's response to the condition of the learning facilities in the form of lecture rooms, means of learning, and the campus environment. The result of the research stated good were 6 people (9.52%), who stated that it was enough, were 34 people (53.97%), who stated less were 12 people (19.05), and those who stated bad were 11 people (17.46%). This is of particular concern to the entire academy of the Undiksha. It is admitted that some facilities are still in

poor condition. Lecture room is quite hot (no air conditioner), desks which are often damaged, bathroom is less clean, internet network is less adequate, parking is less organized, environment is a little dirty, learning support facilities like LCD are still less by graduates, and also the absence of a computer Lab, so they must borrow to computer centre.

Gradually, the facilities at the Faculty of Economics Undiksha continued to be addressed. The air conditioner (AC) had started in each classroom so that students were comfortable in learning, the lecture bench was gradually held, and the bathroom had been repaired and cleaned every day. Environmental cleanliness was arranged by recruiting cleaning Service personnel who work every working day. Parker also continued to be arranged with the guidance and directions parking guides conducted by the security guard. Lecture facilities such as LCD starting in 2017 were very sufficient, where each lecturer in the management department had been given LCD to teach. This was expected to make the lecture process even better. Internet network which so far was still a lot of complaints will soon be found solution by working with internet providers. In 2017, computer-lab already owned by Faculty of Economics Undiksha to support student lecture process

Facility in the Faculty of Economics is a serious concern of the Dean and staff. Adequate facilities will make students comfortable in carrying out the lecture process. Good facilities can certainly support the achievements of future students. Therefore, the dean has been seriously trying to fulfill all the facilities needed by the students in carrying out their lecturing process. It is expected that in the future, the necessary facilities can be realized.

3) Learning Experience

The learning experience was the alumni's response to the experience while studying in the Management Department Undiksha. Learning experiences included classroom learning, field practice, and extracurricular activities. The result of the study stated that very satisfied graduates were 21 people (33.33%), those who were satisfied, were 38 people (60,32%), and that stated enough were 4 people (6,35%). This was quite encouraging for Management Department Undiksha, since most of the alumni expressed satisfaction with their learning experience in Management Department Undiksha. It seemed that in providing learning in the class most of the lecturers were liked by students, both the way of teaching and the material given.

Besides, when the real practice, students were very happy with the activities undertaken. It was proved by the enthusiasm of students following the real work practices that were held. The real work practice aims at introducing students to the surrounding environment. The formation of a tolerant character was strongly emphasized on real work practice. Through the practice of real work, students were expected to be able to get along and get together by promoting a sense of brotherhood in unity.

Extracurricular is an activities outside the lecture that aims at supporting the students' self-ability. Extracurricular can also become a media for student to associate with other students, learn the characteristics of others, and build a high sportsmanship. Undiksha provides a lot of extracurricular, so students can freely choose extracurricular that they interest. This is why most students feel happy to be part of Undiksha. It is expected that Undiksha will retain the existing extracurricular system, and provide all extra-curricular supporting facilities to ensure that non-academic student achievement can be improved.

User Response (Stakeholders)

The users' response (Stakeholder) includes 7 aspects, namely the aspects of integrity (moral and ethics), skills based on the field of knowledge, mastery of English, mastery of technology use, communication skills, the ability to work with teams, and the ability of self-development

Overall, the results of the user assessment-graduates of Management Department described that graduates were quite satisfied with the ability of graduates of Management department. The number of users who stated the ability of good graduates as many as 38 people (61%). It seemed that graduate users (Stakeholders) judge that the graduates produced by Undiksha especially management department have good ability.

If it was viewed from the assessment items, the item that needed attention was the item of mastery of English, and communication skills. On the English mastery assessment item, there were enough values as many as 36 respondents and less values were about 12 respondents. It seemed that, it was a need to considered learning English given to students. English as one of the most important language should be mastered by graduates. By sufficient knowledge of English, graduates can compete in the work field. Improving the ability of English can be done by giving a lot of lecture material in English, so that, it could encourage students to learn English. In addition to English course materials, it is also advisable to advise students to attend English courses that can improve their English skills.

The communication skills of the graduates should also be given serious attention. The number of respondents who assessed enough was 28 respondents and those who stated less were as much as 8

respondents. It was a concern for students to be able to communicate well in the workplace. Good communication is needed to support work activities. By having good communication skills, they will be able to increase their confidence in facing various problems encountered. Communication skills are built through character education in each given course. Teachers should not only provide lecture materials, but also provide good character education, built up their students good emotionally, and train good communication ways, so that they can communicate in polite, straightforward, firm and clear manner.

4. Conclusions and Suggestions

From the results of the research that had been discussed, it can be concluded as follows: 1) Graduates produced by Management Department Undiksha had an average waiting time of less than 12 months (1 year) to get a job. The types of jobs graduated from management department were mostly in the private sector, there was only one person who decided to become an entrepreneur. Most of the first graduates earned 1 million rupiah - 3 million rupiah per month. 2) Most graduates were satisfied with the learning aspect acquired during their study in Management Department Undiksha as well as their response of learning experience. Graduates were quite satisfied with the learning experience during the course in Management Department Undiksha. Graduates complained about inadequate lecture facilities condition. This was certainly a serious significance to be addressed immediately. 3) Most users of the graduates (stakeholders) were satisfied with the ability of management graduates. It was just the aspect of English language skills which still considered less. In accordance to English language skills, communication skills were also complained by users of graduates (stakeholders).

As an input from the research results, it can be suggested the following things: 1) The department should motivate the students, so that later after graduation, they can open their own business. Management Department Undiksha is expected to develop entrepreneurship spirit among students. 2) Facilities in the Faculty of Economics should be addressed again from the lecture room, the bathroom, the neighborhood and the parking lot. Besides, the need for additional facilities such as a better internet network, LCD in every classroom, or air conditioner in each lecture room should also be fulfilled. 3) Improvement of English proficiency of the graduates needs to be improved again. Giving English lecture material is one way to increase the desire of students to learn English. Besides, it is expected that the department can motivate students to attend courses and English training, so the ability to speak English can be improved.

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