

ACHIEVING COMPETITIVE ADVANTAGE BY PRIVATE MANAGEMENT COLLEGES OR PRIVATE UNIVERSITIES

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ABSTRACT

Competitive advantage is the process of gathering information, analyzing information and then converting it into useful information for decision making. Competitive advantage is an ethical and legal practice for overcoming the competitors. Competitive advantage means when two companies of same field use different market actions for getting the edge over the other company. Competitive advantage as well as Competitive intelligence is used as similar but there are some differences. Competitive intelligence was started in U.S. somewhere about 1970's. In 1980, Michael Porter published the study 'Competitive-Strategy: Techniques for Analyzing Industries and Competitors' which is widely used as the foundation of modern competitive intelligence. Competitor intelligence is viewed as similar to competitor analysis but it is not so because competitor intelligence is ahead to competitor analysis.

Today marketing is growing with a rapid pace. It can be seen in our day to day life in one form or in other form. It has even entered into the education sector leading to the development of the term Education Marketing. The origination of Educational Marketing has been due to the entry of private players in the Education sector. The increasing demand related with education of the population has lead to the entry of large number of private players in the education sector. This has also lead to the development of competition among the private colleges or private universities for fetching good students as well as good revenue. Private colleges or private universities are also trying to adopt the competitive intelligence in their action plan to get good name as well as value for their college or university.

This research paper will try to know the reasons for using competitive advantages in the education sector. This research paper will try to know about the different types of competitive advantages in the education sector, which we consider as a very pure field. This research paper will try to know the importance of value as competitive advantage. This research paper will try to the know the role of Knowledge Management in competitive advantage. It will also try to know the impact and effectiveness of competitive advantage used by private colleges or universities. In short if the end is good and beneficial for all then everything is good. At the end competitive advantage achieved by colleges or universities can be considered ethically and legally correct if it is beneficial for the students, parents and the society.

KEY WORDS: Competitive advantage, Marketing and Educational Marketing and Private colleges or private universities.

INTRODUCTION

Competitive intelligence is the process of gathering information, analyzing information and then converting it into useful information for decision making. Competitive intelligence is an ethical and legal practice for overcoming the competitors. Competitive intelligence means when two companies of same field use different market actions for getting the edge over the other company. Competitive intelligence was started in U.S. somewhere about 1970's. In 1980, Michael Porter published the study 'Competitive-Strategy: Techniques for Analyzing Industries and Competitors' which is widely used as the foundation of modern competitive intelligence. Competitor intelligence is viewed as similar to competitor analysis but it is not so because competitor intelligence is ahead to competitor analysis.

Competitive advantage is to perform better than the competitor Management Colleges or Universities. Competitive advantage is to take the Management Colleges or Universities to the required direction for achieving long term objectives. Competitive advantage is an advantage over competitor Management Colleges or Universities by offering greater value through economical fees. Competitive advantage cannot only be through economical fees but it can also be through high fees with greater benefits and services to the students and parents.

Today marketing is growing with a rapid pace. It can be seen in our day to day life in one form or in other form. It has even entered into the education sector leading to the development of the term Education Marketing. The origination of Educational Marketing has been due to the entry of private players in the Education sector. The increasing demand related with education of the population has lead to the entry of large number of private players in the education sector. This has also lead to the development of competition among the private colleges or private universities for fetching good students as well as good revenue. Private colleges or private universities are also trying to adopt the competitive intelligence in their action plan to get good name as well as value for their college or university.

The Cycle of Competitive Intelligence

The CIA describes the intelligence cycle as "the process by which raw information is acquired, gathered, transmitted, evaluated, analyzed and made available as finished intelligence for policymakers to use in decision-making and action." There are following steps which constitute this cycle:

Planning: Planning is the process of seeing and knowing future events and then determining objectives for the College\ University. Planning is creating and maintaining balance between college\ university objectives and resources. Planning provides the direction for work.

Research- collection: Research means to know the available information and to collect the required information. It means to know whether the collected information can lead to college\ university objectives or not.

Research- analysis: Research means to extract the meanings from the collected information which leads to analysis of information. This will also help to keep or to reject the collected information after making the analysis of the information.

Production: Production means to transform the collected information into the presentable information. This means to give it a shape of the information which can be used anytime.

Dissemination: Dissemination means to spread the presentable information into the areas where they are required. Dissemination means to provide the information where it is urgently required.

THEME

A. Reasons for competitive advantage in the Management Education sector

In the past there were limited colleges or universities which were solely government oriented but now there has been increase in government as well as private management colleges or universities. There are over 3500 management education institutions in this country today offering programs at undergraduate and postgraduate levels. This increase in the number of management education institutes has intensified the competition for good students among these institutions. The goal of any management education institute is to produce students who are academically sound and employable by the industry. These goals can be fulfilled if the inputs to the processes set in the management education institute are good and the people who are committed to accomplishing the goal.

Growth in Higher/Technical Education in India

Institutions	1946-47	1950-51	1990-91	1996-97	2008-10
Universities/ University Level Institution	20	30	117	214	532
Colleges (including Engineering & Management)	500	750	7346	9703	25951

(Source: UGC Annual Report)

University-level Institutions in India						
S. No	Type	2002	2006	2007	2009	2010
1	Central Universities	18	20	25	40	42
2	State Universities	178	217	231	231	256
3	Institutions Deemed to be Universities	52	102	102	128	120
4	National Importance (by State Legislation)	5	5	5	5	5
5	National Importance (by Central Legislation)	12	12	22	20	20
6	Private Universities -	0	10	21	21	60
	Total	265	367	417	464	532

(Source: UGC Annual Report)

India has witnessed a sea change in its educational system in the 21st century. The process of liberalization, privatization and globalization has replaced traditional approach into a more efficient professional approach. It has also introduced new courses in accordance with industry demand and with more economic value in today's time. Management education is one among those which got a new dimension with this changing time. Initially Marketing, Finance and Human Resource Management were considered as functional area of management, but now management education covers much more functional area like Operations, Information Technology, International Business, Supply Chain Management, retail and much more to add to the list.

Management education has become one of the most profitable education sector as a result of this private sector has entered in Indian management education scenario and invested an immense amount.

B. Achieving competitive advantage in the Management Education sector

The achievement of competitive advantage in the Management Education sector can be by Management Colleges or Universities and the Teachers.

Competitive advantage can be achieved by Management Colleges or Universities through the following techniques:

Management colleges or Universities

➤ Self analysis

Management colleges or Universities should regularly exercise the assessment of its own current activities and capabilities. This will help them to know their current status. It will also help them to know whether they are moving in right direction or not related with their organizational objectives. It also help them to benchmark themselves with premier colleges or universities of India and abroad.

➤ Focus

Management colleges or Universities should give emphasis to a particular task at a particular time. This will help them to know the pros and cons of that particular task in totality. It will help them to know the investment required in that task and the benefits from that task for the Management colleges or Universities.

➤ Leadership

Management colleges or Universities should have the activities which can develop charisma over the competitor colleges or universities. They should do things differently which should not be the task of anybody. They can only be the leaders when they can do extra-ordinary task which can be the benchmark for others.

➤ Environment

Management colleges or Universities should provide sufficient environment for research and teaching because teachers are an asset for any educational organization. The college or university progress is based on real support and initiative by the teachers. The college or university management should understand the importance of teachers in the development of their educational organization. The problem exists but they should take the responsibility to solve the problem.

➤ Change in education pattern

Management colleges or Universities should provide change in the education pattern in context with theory and practicality of the theory. The Education Systems are based on 90% Theoretical Oriented and 10% of Practical related with the theory which needs changes. The Knowledge Management is playing vital role in all the Management colleges or Universities where the students will be be taught 60% on Practical aspect of knowledge and 40% on Theoretical only for understanding the theoretical concept of the subject. This change will be a tedious exercise in the beginning phase of its implementation but later on it will give better results. This will help the students to get grip over the subject and the concept related with the subject and will develop better understanding of the subject. This is already in the progress in the teachings of the standard management colleges or universities. The other change which is required is in the perception of the teachers and the staffs of the management colleges or universities in context with the students. It is rightly being said that the teacher cannot teach all the subjects and the

staff cannot do all the work then why it is presumed and expected that a student can read and reciprocate all subjects at a time. The last change which is required is in the perception of the teachers as well as management colleges or universities that a good student hardly needs any help of the teacher. It is the average student that teacher should make efforts to bring to above average level. For below average ones, the institution owes a responsibility to transform them to atleast average level, having taken the hefty fees.

➤ **Ties with the industry**

Management Colleges and industry, which for long have been operating in separate domains, are rapidly inching closer to each other to create synergies. The constantly changing management paradigms, in response to growing complexity of the business environment, today, have necessitated these two to come closer. A productive interface between industry and academia in the present times of knowledge economy is a critical requirement. A structured and regular interface between industry and the academia is necessary while formulating curricula in technical schools, colleges and universities. This will ensure that the education imparted in such institutions leads to creation of expertise and skills that would meet the specific requirements of industry. The primary role of an institution of higher learning is to create and propagate knowledge. To do this, they need to create knowledge, keep this knowledge aligned to emerging realities, develop the appropriate tools and means to disseminate this knowledge (like case studies, research publications) and ensure that their faculty is competent and can inspire and facilitate adult learning.

➤ **Government financial support**

Management colleges or Universities should have the ability to stimulate the domestic investment from the apex body of educational institutions and from the state government. The domestic investment can be for noble cause for the development of education through construction of buildings, development of library, availability of technology, paying higher to the teachers and free education to the poor students.

➤ **Foreign collaboration & foreign investment**

Management colleges or Universities should search options for foreign collaboration and foreign investment. **Foreign collaboration** can give the edge over the competitors. Foreign collaboration would give name and status to the college or university in the country. Foreign collaboration would develop the working style of the domestic college or university. Foreign collaboration should be such that the hold should be with the domestic college or university. **Foreign investment** will contribute in the economical growth of the Management College or University. Foreign investment acts as a catalyst for economic growth. Foreign direct investor can be an individual, a group of related individuals, a public company or private company, a group of related enterprises, a government body, a trust or other social institution or combination of the above.

The above different types of competitive advantages used by Management Colleges or Universities can help them to attain value over the competitors Management Colleges or Universities.

Competitive advantage can be achieved with the help of Teachers through the following techniques:

Teachers

➤ **Individuals are given chance to prove themselves**

Management colleges or Universities generally underestimate the potential of teachers. They are of the view that teachers cannot lead to the development of Management colleges or Universities which can develop the competitive advantage over the other Management colleges or Universities. Management colleges or Universities should change their view related with the teachers. The teachers are the real actors of the show as they can develop the students which will develop the name of the Management colleges or Universities in the open market place. The students are the real performers of the show and they can help the Management colleges or Universities to gain competitive advantage.

➤ **Individual knowledge should be developed**

Management colleges or Universities should give opportunities to the teachers to gain knowledge over the subject. Management colleges or Universities should consider the fact that the teachers should be developed in the particular area which should be according to their interest. Management colleges or Universities should organize Faculty Development Programmes, Management Development Programmes or Teachers Training Programmes to develop the teachers in the particular field of their interest. When the teachers are developed then they can give better education to the students which will ultimately develop the name of college or university.

➤ **Individuals are judged through their accomplishment**

Management colleges or Universities should appraise the teachers on the basis of their performance than on the basis of the favour. Management colleges or Universities should construct equal judging techniques for all the teachers irrespective of their influence. Management colleges or Universities should strictly follow these techniques for judging the teachers. The judging of the individuals on the basis of their accomplishment means that right teacher will be benefitted which will bring right type of image among the students for developing the image of the colleges or universities.

The above different types of competitive advantages used by Management Colleges or Universities related with the teachers will help them to attain knowledge over the teachers of the competitors Management Colleges or Universities.

C. Effectiveness of competitive advantage in the Education sector

The effectiveness of competitive advantage in the Education sector means the degree to which Management colleges or Universities objectives are achieved and the extent to which Management colleges or Universities targeted problems are solved. The effectiveness of competitive advantage in the Education sector means the capability of Management colleges or Universities producing a desired result. When Management colleges or Universities is deemed to be effective then it means it has an intended or expected outcome.

Management colleges or Universities can know the effectiveness of competitive advantage through analyzing the information related with the number and quality of students purchasing the form, information related with the number and quality of students appearing for the exams, information related with the number and quality of students qualifying the exam, information related with the number and quality of teachers applying for the vacant post, information related with the number and quality of teachers being selected, information related with the number and quality of teachers are retaining with the Management colleges or Universities and the final result of the students.

The effectiveness of competitive advantage in the Education sector can be achieved by analyzing the profile of the competitor Management colleges or Universities, by analyzing the financial status of the competitor Management colleges or Universities, by SWOT analysis of the competitor Management colleges or Universities and by win-loss analysis of the competitor Management colleges or Universities.

D. Research Methodology

(i) Research Objective

- To know the reasons for using the competitive advantage by Management colleges or Universities
- To know the importance of different types of competitive advantages used by Management colleges or Universities
- To know the effectiveness of the competitive advantage used by Management colleges or Universities

(ii) Research Profile

Sample size: 50

Sample profile: Management teachers of the Management colleges or Universities

Geographical location: Lucknow. Uttar Pradesh, India.

Sampling technique: The sampling technique used for choosing management colleges or universities was Convenience sampling. The sampling technique used for choosing the management teachers was Stratified random sampling.

Data: The data used for research were Primary data and Secondary data.

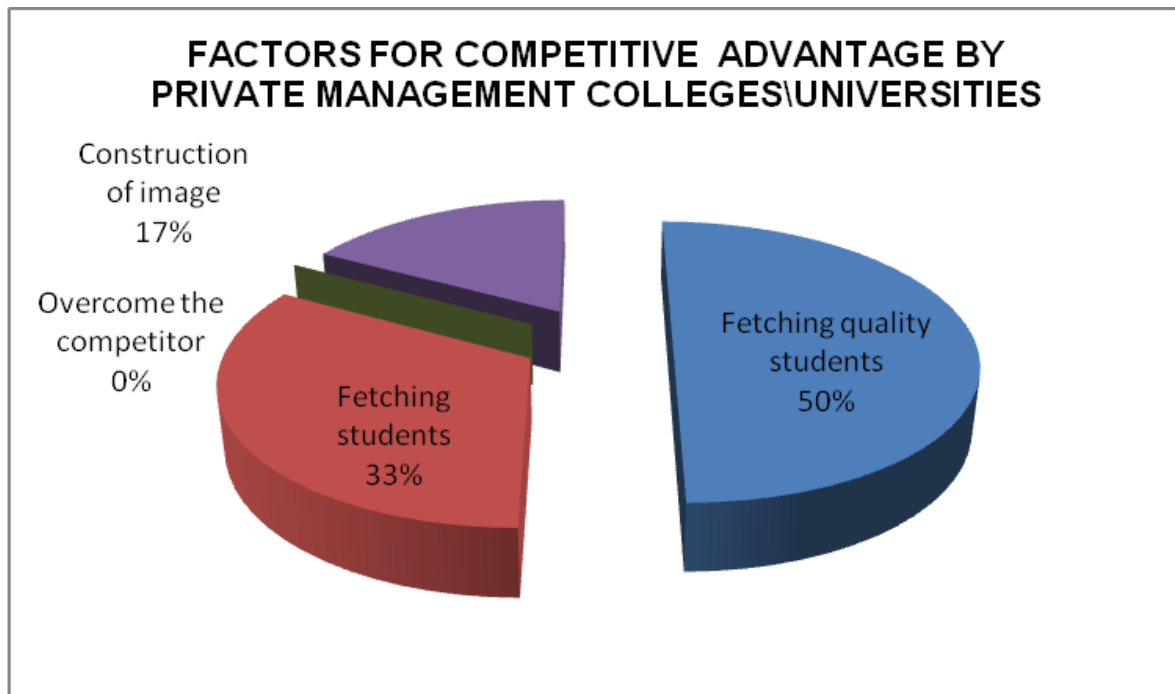
Primary data: The primary data was collected through Observation, Questionnaire and Interviews.

Secondary data: The secondary data was collected through newspaper, magazine, journals, books and internets.

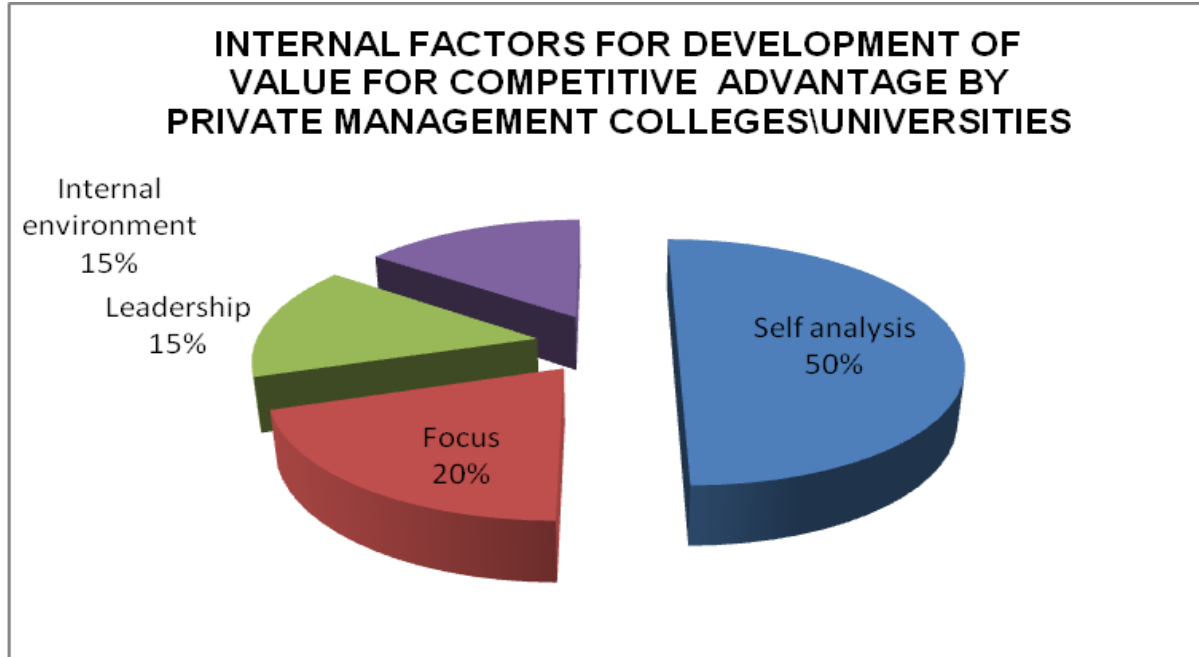
Research instrument: Simple percentage method

(iii) Research analysis

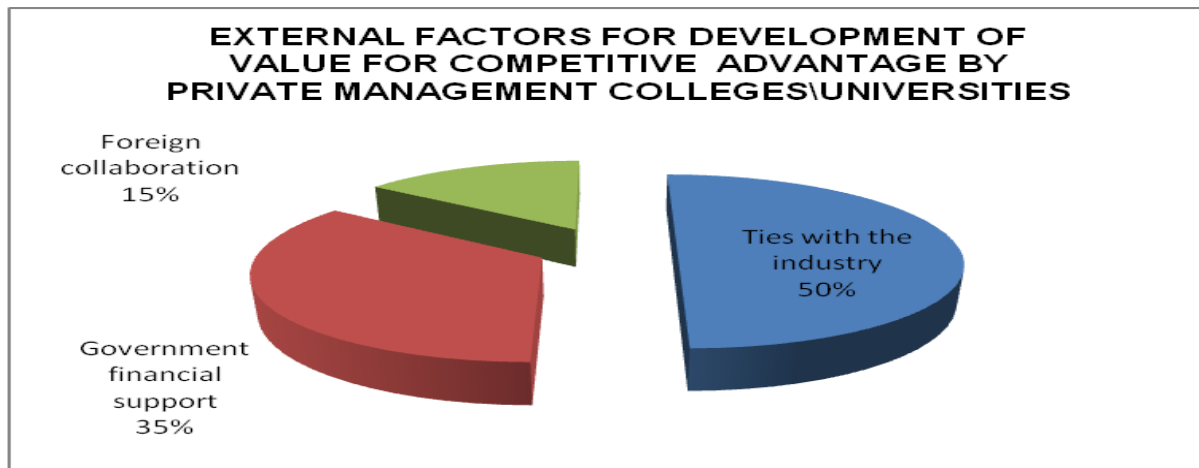
Graph 1: Showing the factors for achieving competitive advantage by private management colleges or universities



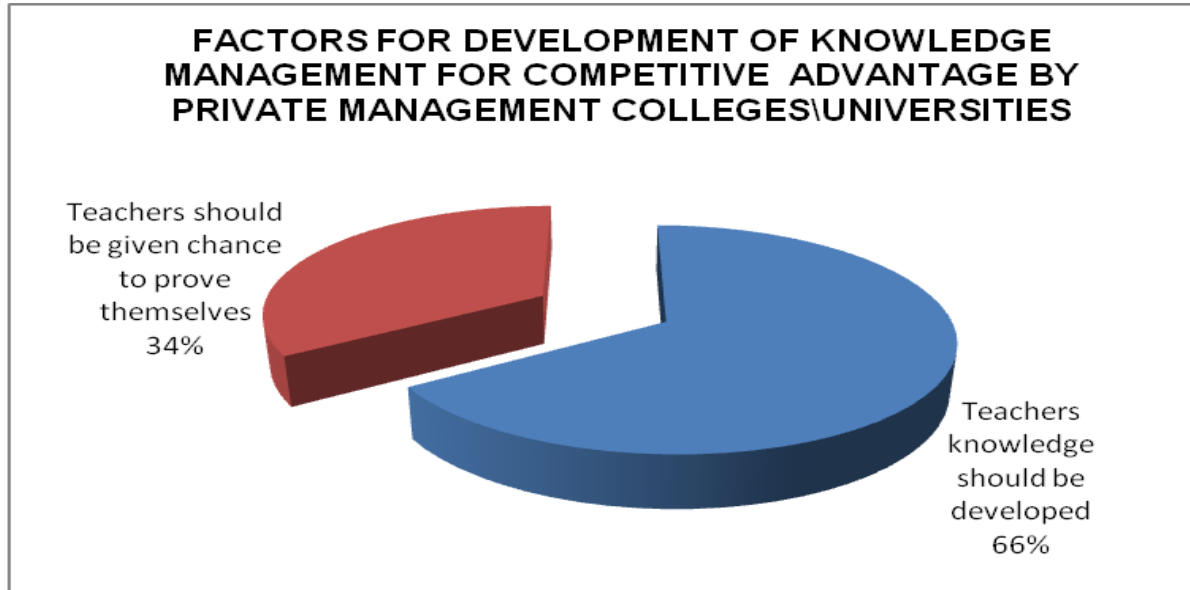
Graph 2: Showing the internal factors responsible for the development of value for achieving competitive advantage by private management colleges or universities



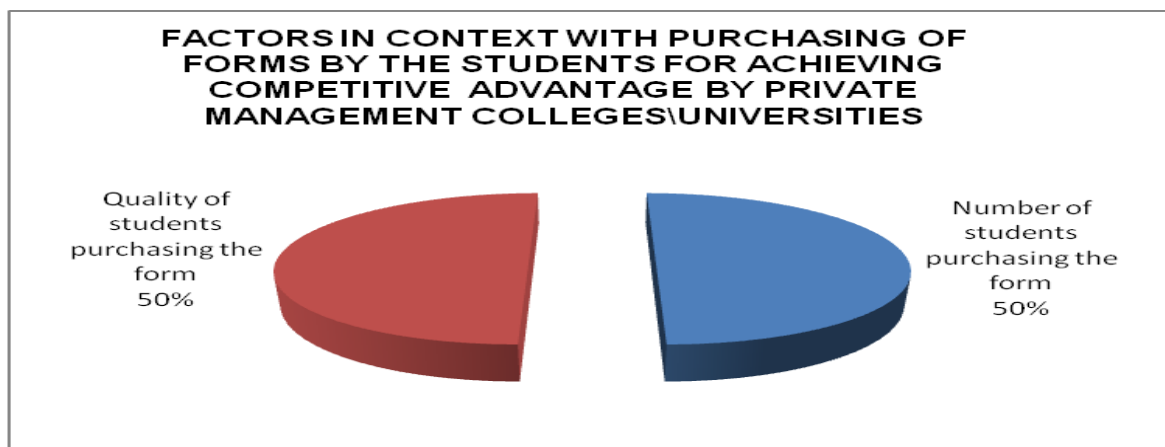
Graph 3: Showing the external factors responsible for the development of value for achieving competitive advantage by private management colleges or universities



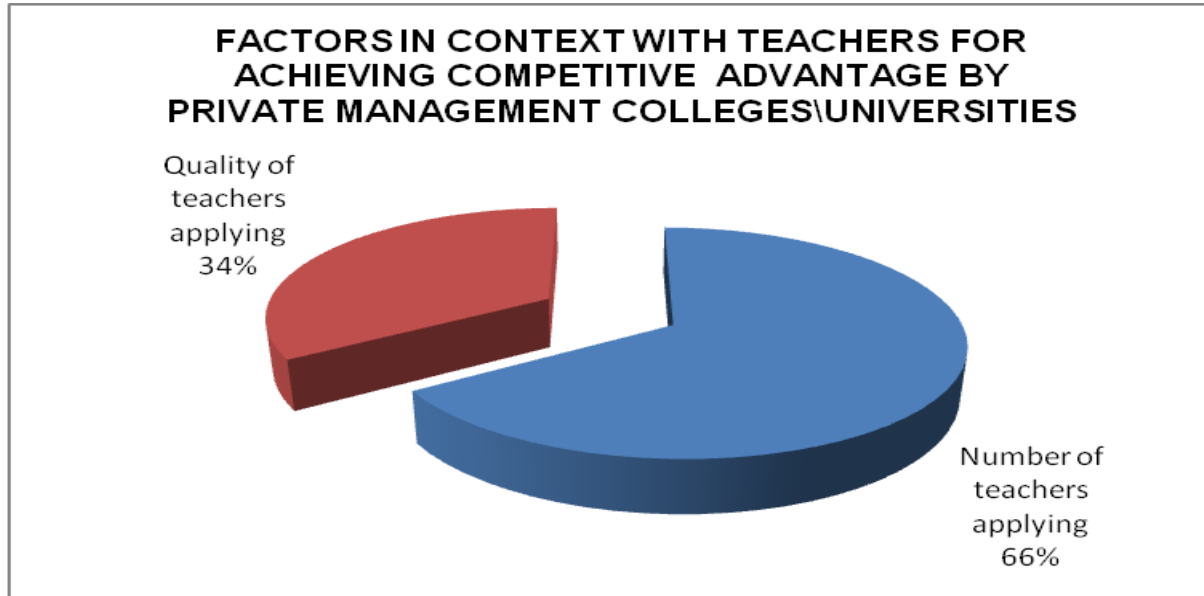
Graph 4: Showing the factors responsible for the development of Knowledge Management for achieving competitive advantage by private management colleges or universities



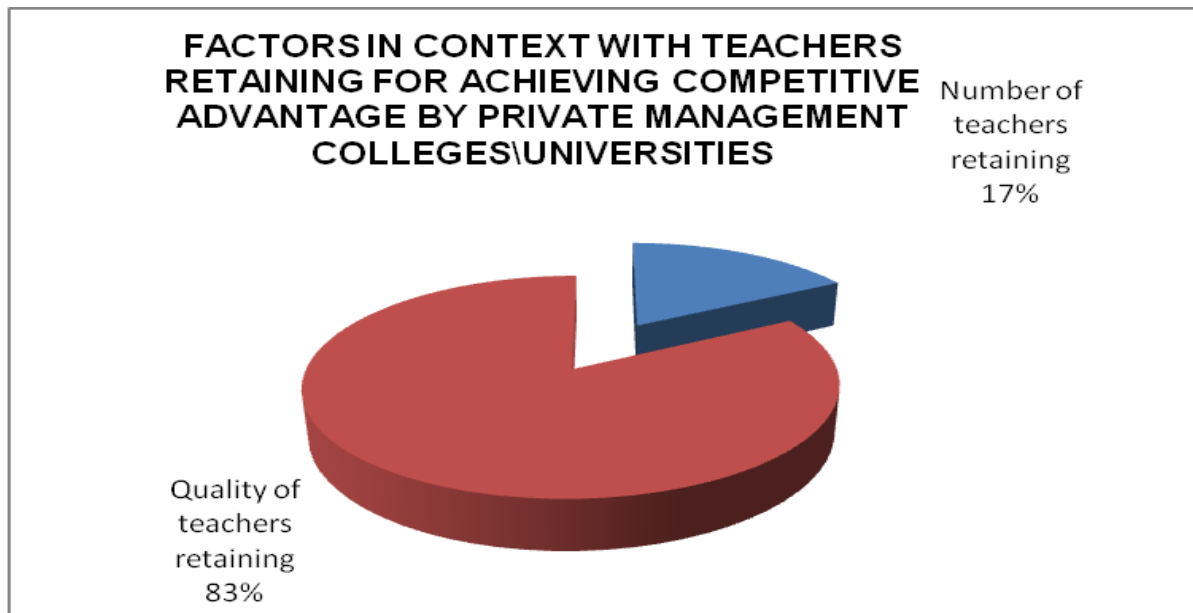
Graph 5: Showing the factors in context with purchasing of forms by the students for achieving competitive advantage by private management colleges or universities



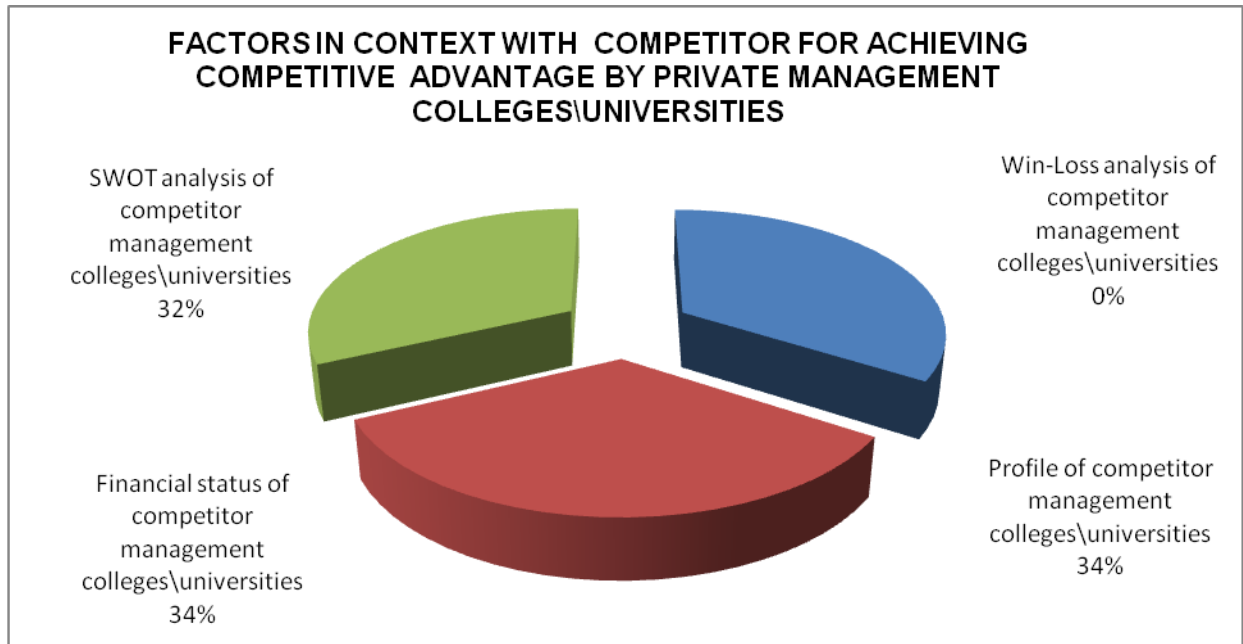
Graph 6: Showing the factors in context with teachers for achieving competitive advantage by private management colleges or universities



Graph 7: Showing the factors in context with retaining of teachers for achieving competitive advantage by private management colleges or universities



Graph 8: Showing the factors in context with competitor for achieving competitive advantage by private management colleges or universities



(iv) Research interpretation

Graph 1: According to the Graph 1 majority of the respondents i.e. 50% were of the view that quality of the students can help in gaining competitive advantage. The rest

33% were of the view that only the student matters. Lastly 17% were of the view that competitive advantage can be achieved by construction of image of the Management College or University. There was no response in context with the actions for overcoming the competitors.

Graph 2: According to the Graph 2 majority of the respondents i.e. 50% were of the view that for the development of value for achieving competitive advantage by private management colleges or universities through internal factors can be by self analysis. The rest 20% of the respondent were of the view that focus was important with 15% were of the view that leadership and lastly 15% were of the view that internal environment was important for the development of value for achieving competitive advantage by private management colleges or universities.

Graph 3: According to the Graph 3 majority of the respondents i.e. 50% were of the view that for the development of value for achieving competitive advantage by private management

colleges or universities through external factors can be by tie up with the industry. The rest 35 % of the respondent were of the view that government financial support was important while 15% were of the view that foreign collaboration was important for the development of value for achieving competitive advantage by private management colleges or universities.

Graph 4: According to the Graph 4 majority of the respondents i.e. 66% were of the view that for the development of Knowledge Management for achieving competitive advantage by private management colleges or universities can be by developing teacher knowledge. The rest 34% of the respondent were of the view that teacher should be given chance for proving himself was important for the development of Knowledge Management for achieving competitive advantage by private management colleges or universities.

Graph 5: According to the Graph 5 there was equal response of the respondents i.e. 50-50% of the respondents were of the view that quality of the students as well as number of the students purchasing the form will lead to competitive advantage by private management colleges or universities.

Graph 6: According to the Graph 6 majority of the respondents i.e. 66% were of the view that competitive advantage by private management colleges or universities can be achieved by the number of teacher applying. The rest 34% of the respondent were of the view that the quality of teacher applying can lead to competitive advantage by private management colleges or universities.

Graph 7: According to the Graph 7 majority of the respondents i.e. 83% were of the view that competitive advantage by private management colleges or universities can be achieved by the quality of teacher retaining. The rest 17% of the respondent were of the view that the number of teacher retaining can lead to competitive advantage by private management colleges or universities.

Graph 8: According to the Graph 8 the factors in context with competitor for achieving competitive advantage by private management colleges or universities can be seen as follows: (a) 34% for the profile of the competitor management college\university, (b) 34% for the financial status of the competitor management college\university, (c) 32% for SWOT analysis of the competitor management college\university, (d) 0% for win-loss analysis of the competitor management college\university.

Suggestions

The competitive advantage can be achieved by private management colleges\universities through the following suggestions:

- By fetching the quality as well as the proper number of the students for the management college or university
- By proper self analysis of own management college or university

- By having tie up with the industry and financial support by the government
- By developing the knowledge of the teacher
- By retaining the quality teachers
- By knowing the profile, financial status and the SWOT analysis of the competitor management college or university

CONCLUSION

India can only be developed when we can educate the total population of our country. The country can be economically strong only when we can provide good education to the urban as well rural youth of our country.

In short if the end is good and beneficial for all then everything is good. At the end competitive advantage achieved by colleges or universities can be considered ethically and legally correct if it is beneficial for the students, parents and the society.

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