Chapter 8

Suggestions and Scope for Further Research
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SYNOPSIS

CHAPTER 8
SUGGESTIONS AND SCOPE FOR FURTHER RESEARCH

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8.1 Introduction

The study comes out with important inferences regarding different categories of management institutions in India and its marketing strategy. Marketing strategy includes many parameters in terms of number of specializations offered, advertising budget, media frequency of giving an advertisements, strength of alumni association, organizing seminars, workshops, conferences, E.D.P, different events, giving press-note of the events regularly, printing logo on college stationary and on different accessories to create a brand etc. The outcome of this parameters lead researchers to make the following valuable suggestions in framing effective marketing strategy for an educational institute in general and management institutions in particular.

It is difficult to say that the self financed institutions have marketing orientation and grant-in-aid institutions don’t have marketing orientation. However, when we add grade/ category (i.e. ‘A’, ‘B’ and ‘C’) in their existing structure (i.e. Self-Financed and Grant-in-aid) marketing strategy can be framed-up to make an institution into “A” category or an existing institution can uplift its grade.

8.2 Marketing Strategy: Product.

Product as we discussed earlier for an educational institutes include

- Number of specializations offered
- Duration of the different programmes
- Quality certification

Number and type of specializations work as a magnate to attract more number and variety of students. Contemporary issues / management practices can be addressed properly by bringing innovation/differentiation in the specializations.
Majority of ‘B’ and ‘C’ type of B-Schools offer limited and traditional specializations viz. Marketing, Finance and Human Resource Management. But study clearly suggests that ‘A’ category of B-Schools offer variety of specializations viz. E-Commerce, Project Management, Family Business etc. This category (i.e. ‘A’) also offers sector specific specializations like Retail, Power, Pharma, and Aviation. The dominant logic behind offering varied and sector specific specializations are to address the contemporary management practices properly as well as creating more employability for the students.

Duration of the course also plays a significant role in attracting the right type of students. The study reveals that ‘B’ and ‘C’ grade/category of B-Schools still run on two-year format whereas many ‘A’ grade institutions started offering/adopting one-year MBA/PGDM programme. However, they insist work experience for one-year MBA/PGDM programme.

The third aspect i.e. quality certification gives an added confidence in the mind of students about the soundness of the B-Schools. Quality certifications like ISO 9001:2000, NBA, NAAC, AACSB and EQUIS gives a domino effect in perceiving the competitiveness of B-Schools. However, the performance of Indian B-Schools is very dismal in getting the international quality certifications like AACSB and EQUIS. It is interesting to note that there is only one institute who got AACSB certification (e.g. Management Development Institute, Gurgaon).

**8.3 Marketing Strategy: Price**

Pricing decisions for the service offer are of a major importance. Price is the only ‘P’ in marketing mix, which is revenue oriented, other P’s are cost oriented. So far as the educational institutions are concerned, price includes: fees, scholarship, payment terms, loan facility and consumers’ perceived value etc. Pricing decision is vital as it is directly related to the profit earning objective of organizations, or
achieving a certain Return on Investment (R.O.I) or increasing the revenues by a certain percentage.

Intake capacity, the number of applications, fees structure, and admission test are the fundamental questions to understand the financial health and management of money by the B-Schools. The study reveals that majority B-Schools have 60-100 seats. However, majority of ‘A’ grade institutions have more than 100 seats. Moreover, study also reveals a very important aspect that there exist a strong association between the intake capacity and type of institutes.

The number of application received is one of the parameter to understand the popularity of B-School as well as the revenue of the B-Schools. The study reveals that the highest number of institution i.e. 115 (78%) received applications between 501 to 35500, followed by 12 (8 %) institutions received applications between 35501 to 70500 irrespective of Grant in Aid and Self financed.. The test of association is also significant between the number of application received and the type of B-Schools.

With respect to fees structure the study shows the following pattern

That the highest number of institutions i.e.79 (53.37%) have Normal Fees as fee structure, followed by 71 (47.97%) institutions have Self financed as fee structure irrespective of Grant in Aid and Self finance. The numbers of institutions are same in the fee structure of “Management Quota “and “NRI (Foreign Currency)”. However, there exit no relation between the fees structure and type of B-Schools.

The mode of admission test also decides the type and number of students that the B-Schools are going to get. The study reveals that majority of ‘A’ category of B-Schools have C.A.T format of admission test. Since majority of grant-in-aid follows the rules imposed by the state government or U.G.C they have very limited seats available for the outsiders i.e. the students from other states. This
becomes a major obstacle for grant-in-aid institutes to expand its wings and tap the talent. Here also the test of association is significant between the admission test and type of B-Schools.

It is therefore, advisable to increase the intake capacity, attract the more number of students from different states and the mode of admission should be thorough C.A.T.

8.4 Marketing Strategy: Place

In majority of the cases the educational services represent the single location and direct distribution processes with no intermediary between the producer and the consumer of the service. The user of the service going to the service provider usually accomplishes the learning process. The secondary data collected so far with respect to distribution strategy of B-Schools in India reveals that majority of ‘B’ and ‘C’ grade institutions have traditional distribution system i.e. brick and mortar model. The ‘A’ grade institutions are adopting variety of distribution systems and models (import model, export model, networking model etc), these B-Schools are using internet technology to distribute their forms, brochure etc. The government policies like admitting students form the state where the B-Schools are located don’t allow B-Schools to expand their presence in different geographical areas. This becomes a major stumbling block for B-Schools to make their services available in different parts of the country.

B-Schools must try to adopt innovative ways to expand its presence by adopting information technology, tie-up with foreign university to expand its presence in different geographical locations, tie-up with banks and coaching classes for distribution of forms etc.

The other important element with respect to place is foreign collaboration. Foreign collaboration reflects the global orientation and acceptability of the course/programme at the global level. The study also attempted to find the impact
of foreign collaboration and category/grade of B-Schools. It is found that majority of ‘A’ grade/category of B-Schools have foreign collaboration whereas majority of ‘B’ and ‘C’ category of B-Schools have no link with foreign B-Schools or university.

8.5 Marketing Strategy: Promotion

Promotion-mix plays an important role for the growth of an organization.

- To create an awareness,
- To keep B-School brand in students’ mind, and
- To develop the positive image of B-School

are some of the primary objectives of promotion. Applying promotion-mix in service sector in general and in marketing of B-Schools in particular need lots of deliberation. Generally, Management Institutions advertise once in a year i.e. at the time of admission. However, to keep institutes in limelight and to acquire the top position in the mind of students / stakeholders management institutions should use the judicious blend of promotion-mix like organizing seminars, conferences, workshops, different events, alumni associations, publishing magazines, and also the, good amount of money spent on advertising.

That the majority of B-Schools organize seminars but the real difference lies in organizing training programmes, workshops, conferences etc. it is found that majority of ‘B’ and ‘C’ grade institutions organizes seminars they don’t organizes workshops, training programmes etc. The overall performances of grant-in-aid with respect to these types of programme are far better than the self-financed institutions. So far as self financed institutions are concerned only ‘A’ category and to some extent ‘B’ category of institutions pay attention for organizing these type of programme/event.

Publication of magazines is one of the powerful medium by which B-Schools can bring awareness about its programmes and activities/ uniqueness to the targeted
audience. The finding reveals that the grant-in-aid institutions performs better than self financed institution in ‘B’ category but the finding of ‘C’ category is exactly reverse. The test of association reveals a significant relation between the publication of magazines and type of institution.

Alumni Association reflects the power of networking of an institutions/ B-Schools. To expand the network; B-School should organize alumni association. Since the alumni becomes the brand ambassador for the institutes and also spread positive image of an institution. This referral is very important to bring the institute in limelight. The study reveals that majority of B-Schools organizes Alumni-meet irrespective of grant-in-aid and self-financed institutions. However, the strength of ‘A’ grade institutions is much more higher compared to ‘B’ or ‘C’ grade institutions. The test of association is also significant between the strength of alumni association and the type of institutions.

Giving advertisement of an institutions in different magazines is very much essential in highlighting the major features/ uniqueness etc in front of the target audience. The study reveals that till 2000, barring few institutions not a single institute advertises in magazines. But from 2001 many institutions started giving their advertisements regularly in different business magazines. Here again majority of the institutions belong to ‘A’ category. With respect to self financed and grant-in-aid, self financed colleges give more number of ads compared to grant-in-aid.

The ranking published by the business magazines is also important for the students who want to give priority over other B-Schools. The survey reveals that ‘A’ category of self –financed colleges participate more in B-School survey compared to grant-in-aid. The test of association is also significant between the participation in best business school survey and category of institutes.

It is therefore, suggested that the institutions must pay attention to the following major issues related to promotion:
• Organize more number of seminars/workshops/training programmes
• Organize different events like BBIC/ talent evening/quiz/ad-making show etc
• Publish-in-house magazines on quarterly basis
• Increase the strength of alumni-meet regularly
• Use different media for advertisement/publicity like journals/magazines/C.D/internet/posters/banners etc
• Use/print logo of institute on every items/places like T-shirt/Stationary/Jacket/Coffee-mug/Bags/Stickers etc
• Give press-note of the event in the newspapers
• Participate in B-School survey and in all the magazines like “Business World”, “Business Today”, “Indian Management”, “Outlook”, “Dalal Street” etc
• Ad budget should be prepared well in advance by an experienced person who has the knowledge of market.
• Ad copy of B-Schools must be developed with the help of ad agency or professional and must reflect the punch line, logo and positioning of the institute.

8.6 Marketing Strategy: People

People constitute an important dimension in management of services in its role both as performance of services and as customers. The effectiveness of delivery system largely depends upon the quality of students and faculty members collectively known as “people” in service marketing terminology. The quality of faculty can be known from the various parameters like number of full time faculty, consultancy services offered by the faculty, number of visiting faculty from corporate houses etc. The survey reveals the following findings with respect to the above parameters

Self finance institutes appoint less number of full time faculties as compare to Grant in aid. So far as the category is concerned in majority of ‘A’ grade B-Schools,
appoints more than 18 full-time faculties; whereas in ‘C’ grade institution number of full time faculty are less than five. This is a clear indication that the students’ faculty ratio is not maintained and also reflects the poor quality standard.

Offering consultancy services by the faculty members reflects the quality of the faculty and industrial exposure possessed by the faculty members. The survey indicate that majority of B-Schools faculty do not offer consultancy services. However, the percentage of faculty offering consultancy is satisfactory in ‘A’ grade B-Schools. The test of association also indicates a strong association exists between the type of B-School and consultancy services offered by the faculty members.

The quality of students can be measured or understood from stringent admission norm or process that the institutes / B-Schools adopt. Since, the C.A.T admission test considered to be one of the toughest in the world. It is found that majority of ‘A’ grade self financed colleges adopt C.A.T admission test. Therefore the institutes striving for quality students must insist on C.A.T admission test.

8.7 Marketing Strategy: Physical Infrastructure

Physical infrastructure include type, size and number of class rooms, auditorium facility, number of books in the library, number of computer labs, wi-fi facility, technology or technical gazettes in the classroom, total square feet areas etc. In India majority of B-Schools follow the norms prescribed by the A.I.C.T.E. However, with respect to the global standard there are handfuls of institutes / B-Schools adopt global standard like web based technology, video conferencing, wi-fi zone, LCD with Air conditioned lecture hall etc

So far as the library budget is concerned the survey indicates that baring a few ‘A’ grade institutes like all IIMs, I.S.B, M.D.I, I.R.M.A, I.M.T have library budget which is more than 1 crore whereas in “B” and “C” grade institutions the library budget is extremely poor i.e. less than equal to Rs.1,50,000/-. Therefore, it is necessary to spend
money on infrastructure development to provide contemporary facility and spaces for modern teaching and research activities.

It is therefore suggested that to

- Appoint full-time faculty members and give them appropriate work-load and encourage them to give time for research and consultancy to variety of industries.
- Adopt the C.A.T entrance exam format for admission.
- Keep the student faculty ratio as low as possible (try to maintain 1:6)

8.8 Marketing Strategy: Process

Process is also one of the major components of service marketing. The way in which services is being offered determines the quality of the services and reflect the image and integrity of the organization. The process of imparting the education and making the learning more enjoyable and understandable is totally dependent upon the well design process. Process includes - Policies, Procedure, Mechanization, Flow of activities etc.

The major features that distinguish top and ordinary business schools are “what they teach” and “how they teach”. Considerable attention is given to themes, contents and pedagogy. However, academic quality may be enhanced not only by procuring better quality students but also by improving the quality of students. The important question is what skills do business students need?
The secondary data reveals that in all ‘A’ grade institutions the pedagogy includes Business games, simulation exercises, business idea contest, arth mutual fund, mandi, com smart contest, quiz etc to make the teaching more playful and imparting the power of execution of knowledge to students. The performances of ‘B’ and ‘C’ category of the institutes with respect to process need lots of improvement etc.

8.9 **Marketing Strategy: B-School Brand**

The branding strategy and programme of a B-School need to go far beyond the product portfolio and embrace the whole offering from the business school including products, price, place and more importantly people. **One can’t make a circle without every P’s of service marketing being a part of it.** A B-Schools branding is based on not only who you are, but also how do you perform as well. The secondary survey clearly indicate that ‘A’ grade institutes put extra efforts

- To develop their brand by taking part in ranking of B-School in different magazines,
- encouraging faculty members to write in journals/magazines,
- Tie-up with foreign university or corporate houses,
- organizing mega events, and
- Adopting online technology for admission and interacting with students/alumni and corporate houses.
- Merchandizing
- Organizing Alumni Association Meet

8.10 **Suggestions with Remedial Measures**

Besides the suggestions given above which are based on primary and secondary data, the specific suggestions which are purely based on primary research has been summarized and given in Table Number: 8.10
### TABLE 8.10
Summary of Analysis of Marketing Parameters: Self Financed V/S Grant-in-Aid (Suggestions with Remedial Measures)

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>PARTICULAR</th>
<th>Self-financed</th>
<th>Grant-in-aid</th>
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<tr>
<td></td>
<td></td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>I</td>
<td>PRODUCT</td>
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<tr>
<td>01</td>
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<td>(Entrepreneurship)</td>
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</tr>
<tr>
<td>02</td>
<td>Specialization offered by the institutes</td>
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<tr>
<td></td>
<td>(Production Management)</td>
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<td></td>
</tr>
<tr>
<td>03</td>
<td>Specialization offered by the institutes</td>
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<td>▲</td>
</tr>
<tr>
<td></td>
<td>(Personnel Management)</td>
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<tr>
<td>II</td>
<td>PRICE</td>
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</tr>
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<td>03</td>
<td>Categories of Fee Structure (NRI)</td>
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<td>Intake Capacity*</td>
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<tr>
<td>III</td>
<td>PLACE</td>
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<td>Mode of Admission (M.A.T)</td>
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<td>Mode of Admission (Own Admission)</td>
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<td>Mode of Admission (State Level)</td>
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<tr>
<td>05</td>
<td>Admission of Students From Other States*</td>
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<td>Number of Applications for Admission*</td>
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<td>05</td>
<td>Number of Advertising (11 and above) highest</td>
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<td>Media of Advertising (Magazine)</td>
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<td>09</td>
<td>Media of Advertising (Brochure)</td>
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<td>10</td>
<td>Media of Advertising (Souvenir)</td>
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<tr>
<td>11</td>
<td>Number of Seminars (Highest figure considered</td>
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<td>▲</td>
</tr>
<tr>
<td></td>
<td>i.e. 5 and above) *</td>
<td></td>
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<tr>
<td>12</td>
<td>Number of Workshops (figure considered i.e. 3</td>
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</tr>
<tr>
<td></td>
<td>to 5)*</td>
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Contd
### 8.11 Scope for Further Research

The present study identified various criteria adopted by education institutes to market their institutes in general and management institutes in particular, it also gave an idea about the type and category of business schools. Looking to the overall experience and result of the study, it can be recommended that there is a scope for further research in following areas.

1. As such there are different types of management institutes in India:
• Indian Institutes of Management (IIMs) set up by the Government of India.
• University departments of management studies
• Colleges (government or private) affiliated to universities
• Private or government institutes approved by the All India Council for Technical Education (AICTE)
• Private colleges or institutes neither affiliated to any universities nor approved by AICTE, and
• Private colleges or institutes offering MBA programmes in India in collaboration with foreign universities, where the foreign university awards the degree.

Since the present study takes only Self-financed and Grant-in-aid institutes comes in “A”, “B” and “C” category. Research on the above mentioned types of institutes can also be conducted.

2. Since the grant-in-aid institutions function under the norms given by the university and state government, a detail study can be made possible with respect to the different rules/regulation and set-up of grant-in-aid management institutions in India.

3. Now-a-days business schools ranking have many grades like premier category, A+, A, A-, B+,B,B-, C+,C,C- etc. A details study can be conducted for such grading obtained by the management institutions in India.

4. The study can also be made futuristic if an element like their future planning of various management instructions is incorporated.

5. The present study can also be extended to international level.
6. To bring the quality in management institutes it necessary to check the perception of the buyer and perception of the students. Since the corporate houses are considered to be the customer for management institutes and students are the product therefore study can also be done with respect to the perception of corporate houses about the product (i.e. type of manpower or students are they looking for) and students perceptions with respect to quality of job they need.