

Impact on Tactical Management & Dynamics of the Brand image influencing students' choices in higher education institutions in Maharashtra

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ABSTRACT

Over the last two decades, Maharashtra has transformed its higher education hub which has led to widespread access to low cost high quality university education for students of all levels. With well-planned expansion and a student centric learning driven model of application with highly competent faculty. Pune is the largest city in Maharashtra Now, Surpassing Mumbai by around 76 Sq.Kms. According to Indian Express, Pune has officially become the city with the largest geographical area in Maharashtra. Mumbai is no more the biggest city in Maharashtra. Pune has dethroned the 'city of dream' to claim the top spot. Pune awaits mega cities and is climbing the ladder of success in imparting world class education. The awareness of brand image increasingly becomes great importance in students' choices towards higher education institutions. This study aims to investigate impact of tactical management & dynamics of brand image which influence the choices of students in terms of Higher Education under graduate & post graduate colleges in Maharashtra, Thane city. Focus group and paper-based techniques are applied to build questionnaire forming. Data Collection is done in two stages in the first stage a pilot survey was conducted to ascertain the research parameters and to test validity and reliability of the instruments used in the study. In the second stage primary and secondary data was collected. The surveys of 50 samples would be collected by G- form, Email, Interview by survey technique. The qualitative method of factor analysis and ANOVA are used for this study. The results show the positive significance of value chain, human resource quality, program quality, infrastructure, cost and reputation of the colleges to students' choices. Besides, there is an influence between the type of job and students' choices.

Keywords: Higher education, Education hub, Educational institutions, Tactical management, Brand image

and students choices

INTRODUCTION:

Tactical Management in a complex knowledge based interpretive educational institute is a challenging task in all perspectives, as it is essential for educational institutions success. Good academic management is most important but it is not the same as great business management which most often harms the colleges and universities if applied to them. “Education is the most powerful weapon we can use to change the world “. That being said Education plays a major role in it, both in terms of modernization and globalization. The ideal systems in various fields and their attributes and possibility of realization of them are discussed including ideal education system. But here the main goal is to discuss some basic principles of tactic making in the customer driven context of a complicated educational environment of a higher educational institute. In particular, higher education has an essential thing in creating and increasing the value of the national brand. In an increasing competition in higher education, institutions have to face the huge challenges in the high caliber students and academic staff. The awareness of students about the brand of the institution may have influences on the success of institutions and students’ intentions to engage with the College in the future. The fact that nowadays more and more students would like to study higher education programs in reputed college. Understanding the demand of the market, there are many studies related to brand management for the institutions how to attract more students. Almost studies are related to how to build and develop brand name for institutions in general and there is a lack of research about higher education program which linked to the brand image of college. Thus, this study will investigate the impact of Tactical Management & factors of image influencing students’ choices in higher programs. The first objective is to investigate the impact of tactical management factors of students in term of higher education in the institution. The Second objective is to investigate the factors of brand image that influence choices of students in term of higher education in the institution. The Third objective is to examine the relationship between these factors and find out the most influenced factors of the brand image toward students’ choices. The fourth objective is to study the influence of demographic variables on students’ choices towards higher education institutions.

MANAGING LEARNERS WITH UNREASONABLE EXPECTATIONS

A good number of learners believe learning is easy and, requires no efforts to access to information it is well known that acquisition of knowledge, acquisition of skills and knowledge leads to experience. Students demand instant knowledge like instant food. They prefer shortcuts to hard work and sacrifice. This puts tremendous pressure on the teacher whose role is to be collaborator rather than a boss. The two

way interactions are necessary between management and faculty to ensure innovations in education.

PRESSURE FOR CHANGE IN EDUCATION

There are many factors which pressurize for educational reform. These include: Demands by students for quality education & work for all children, and the increased push for accountability from education officials. An important factor is changing employment patterns in a global economy. Thus the quality of education must be well balanced for students to achieve their full potential.

Literature review

There are some articles in this section includes a review of literature relating to previous studies on impact of tactical management & Dynamics of the Brand image influencing students' choices in higher education institutions.

Kapferer (2012, p. 7) stated that brand management starts with the product and service as the prime vector of perceived value, while communication is there to structure, to orient tangible perceptions and to add intangibles ones. Another understanding of brand management which is mentioned in Management Study Guide (n.d.) is the management of tangible and intangible characteristics of the brand.

Latorre & Blanco, (2013) Comparing the desired situation and existing needs explains the basic educational needs associated with product, output, and interim results. Sub-requirements are also measured relative to the relationship between inputs and processes. Meanwhile, operating programs are developed and implemented after being able to differentiate requirements such as target educational goals or performance criteria through requirements such as resources, methods, techniques, and procedures.

According to Heding et al. (2009) there are seven main brand approaches that need to be considered and divided into two paradigms which are positivistic and constructivist. These seven brand approaches are illustrated through three periods of time which are human/receiver focus, company/sender focus and cultural/ context focus. These seven brand approaches are named as the economic approach, the identity approach, the personality approach, the consumer-based approach and the relational approach.

According to Keller (2013, p. 72), he stated that: Creating brand awareness by increasing the familiarity of the brand through repeated exposure (for brand recognition) and forging strong associations with the appropriate product category or other relevant purchase or consumption cues (for brand recall) is an important first step in building brand equity. Once a sufficient level of brand awareness is created, marketers can put more emphasis on crafting a brand image.

According to Keller, (2013, p. 79) refers the brand image has been studied for a long time and it is proved that this is an important concept in marketing. Brand image is considered that this is related to the consistent with associative network memory model which mentions consumer perceptions of a brand. The brand image reflects consumer memory by the brand associations. In other words, information of brand association links to brand memory of consumers and this has meaning to consumers. Associations may come from characteristics of the product or any related aspects of the product.

Research Objectives of the Study

The studies of the aspects impact of tactical management & dynamic of brand image influencing students' choices in higher education institutions in Maharashtra. The goals of my research are as follows:

- 1) The value chain for educational institutions to implement tactical management
- 2) The quality of human resource for brand image by higher education institution
- 3) The infrastructure of dynamic brand image in higher education.
- 4) Implementing and executing tactic in the field of education sector
- 5) Find out the cost of the program for brand image
- 6) To identified relationship the innovation in management and training methods
- 7) To identified the Social responsibility & Reputation by institution.

The study will be focused on Management Institutes especially in the Maharashtra, Thane City.

Research Methodology

The research methodology is described the impact of tactical management & dynamic the brand image to analyzed and equipment applied to acquire the described goals of the find out about undertaken. In fact, the research philosophy is scientific ideal.

Research design

A research design is a detailed outline that explains how the study will take place. Data Collection is done

in two stages in the first stage a pilot survey was conducted to ascertain the research parameters and to test validity and reliability of the instruments used in the study. In the second stage primary and secondary data was collected.

Location of study

The study will be carried out in Maharashtra, Thane City.

Sampling design & Selection of sample

Source of Primary Data:

The information will be collected from Students from various Institutes using a structured questionnaire.

The study was conducted with a sample of 10 Institutes from Thane city. Source of Secondary Data :

Details of the various state and National level policies and reports on Higher education like the National Policy on Education, various reports published By the University Grants Commission (UGC), The Ministry of Human Resources Department (MHRD) Journals, Reports, Periodicals, Books & websites.

HYPOTHESIS

Based on the above discussion the following relationship between tactical management students' choices and brand image of the universities is hypothesized:

H1: The quality of human resource of the university is positive and direct to students' choices towards higher education institutions

H2: The quality of the program is positive to students' choices towards higher education institutions.

H3: The infrastructure of the university is positive to students' choices towards higher education institutions

H4: The cost of the program is positive to students' choices towards higher education institutions

H5: The innovation in management and training methods are positive to students' choices towards higher education institutions

H6: Social responsibility of the university is positive to students' choices towards higher education institutions

H7: Reputation of the university is positive to students' choices towards higher education institutions

H8a: Location influences to students' choices towards higher education institutions

H8b: Income influences to students' choices towards higher education institutions

H8c: Type of job influences to students' choices towards higher education institutions

FINDING & DATA ANALYSIS

Data analysis method is based on a process of quantitative analysis. It means the results of data analysis will be clear figures. These numbers will be shown in terms of tables, charts, or percentages. Data manipulating will be done by statistical techniques. For this study, the IBM SPSS version 22 will be used for all analyses. This process of analysis will be carried out step by step as following.

First of all, excel software and spreadsheets are applied to enter the raw data from the questionnaire. The items will be sorted and grouped in reasonable order and it will help the following process of data analysis more easily.

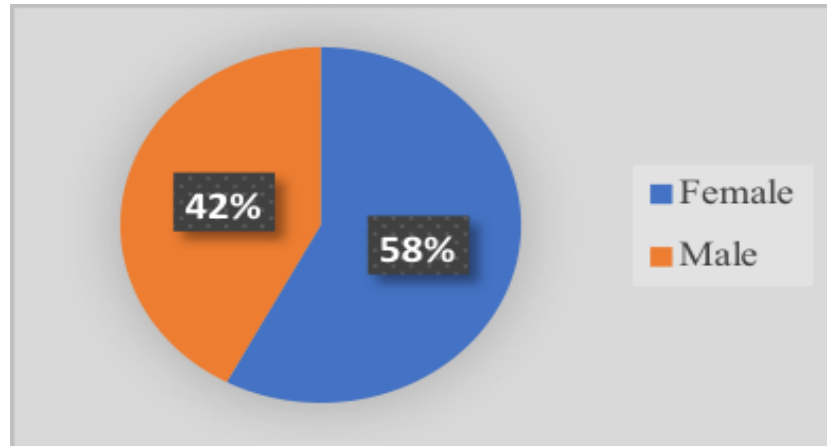
Next, SPSS software is used as an intermediate means of analysis. Data will be input into spreadsheets of the SPSS window. Here, data will also be coded according to the purpose of research: the chosen 'strongly disagree, disagree, neither agree nor disagree, agree, strongly agree' are converted to corresponding numbers 1, 2, 3, 4 or 5. This data will be saved and used for the process of analysis later.

Cronbach's Alpha testing will help to check the reliability of the survey results. The threshold of Cronbach's Alpha for all constructs to verify is greater than 0.6. If the construct has Cronbach's Alpha less than 0.6, some belonging items will be deleted to conform to.

The exploratory factor analysis (EFA) needs to be carried out in order to confirm all variables creating their factors.

At the next stage, the multiple regression will be analyzed to find out the relationship between independent variables and dependent variables.

Finally, ANOVA analysis is conducted to find out the relationship between demographic variables and choices of students. The quality of human resources was divided into six measurement items, the quality of the program was divided into five measurement items, the infrastructure into four measurement items, the cost of the program into six measurement items, the innovations into management into five measurement items, the social responsibility into five measurement items, the reputation into five measurement items and the students' choices into three measurement items.



Demographic Profile

Figure 1. Gender

Regarding the gender, the sample covers 100 including 58 female students which account for 58% and 42 male students for 42%.

Discussion

Therefore, the factors of brand image which are recognized influence choices of students toward higher education institution. The most influenced factor is program quality with the beta of 0.299. The next impacted factors are cost (beta=0.276), lecturer quality (beta=0.226), study facilities (beta=0.174) reputation (beta=0.169) and employee (beta=-0.111). Thus, the hypotheses are accepted as follows:

H1: The human resources' competence is positive and direct to students' choices towards higher education institutions

There have been not only researches but also news supporting the evidence of the importance the human resources' competence. With the development of education in Maharashtra, human resources' competence in general and performance lecturer's competence play essential roles at universities. Without no doubt, universities improve their ranking by performance lecturer's competence which provides animated and deep knowledge to students. Moreover, excellent professors may bring better researches to universities. The ranking of these universities will be improved accordingly. Understanding the crucial point of lecture quality, the universities have been taken into consideration and have the strategies to attract external professors and develop internal human resources. According to the survey, we can see that students concern this significant factor.

H2: The quality of the program is positive to students' choices towards higher education institutions

The reality which we cannot negate is that the higher a program quality is the higher the quality of students. Nowadays, universities pay attention to not only the lecturer quality but also the program quality. The survey shows that students have their concerns about the program quality. This factor directly affects their choices and their education quality.

H3: The infrastructure of the university is positive to students' choices towards higher education institutions

In reference to the survey, the next factor that the students considered is the infrastructure of the universities. It can be seen that the high quality of utilities and facilities will attract more students. The students may feel more satisfied with a range of support facilities such as library, conference hall, materials... for their education.

H4: The cost of the program is positive for students' choices towards higher education institutions

The survey shows that the cost of the program is a factor which students are interested in. It can be seen that the issue of financial problems is always taken into consideration.

H7: Reputation of the university is positive to students' choices towards higher education institutions

Reputation is a factor that students chose in this study. It reflexes that reputation contributes significantly to the brand images of the universities. The choices of students based on these brand images which are associated with the reputation of the universities.

The factors which are rejected due to EFA analysis:

H5: The innovation in management and training methods are not positive to students' choices toward higher education institutions

H6: Social responsibility of the university is not positive to students' choices towards higher education institutions

The reasons that the students do not consider innovation and social responsibilities are their concern and their knowledge. They do not concern these two factors because they do not affect their education according to their thoughts. Moreover, they might not know what these innovations and social responsibility activities are. Another reason can be come from universities. The universities may not have enough social activities to publish or a method of communication does not do well.

ANOVA is applied to test hypotheses about means of two or more groups of one independent variable (Pallant, 2007). In this study, types of jobs are considered to be the independent variable. Because in the test of homogeneity of variances, the sig is 0.018 < 0.05, this means equal variances are not assumed. Thus,

in Post hoc the testing does not use Least Significant Difference. In this study, we use Tamhane's T2 to compare the mean of groups. The results of the ANOVA show that a statistical value of sig (0.01) is less than 0.05. It indicates that there are significant differences at the $p < 0.05$ level in the mean scores for students' choices towards higher education institutions across the six types of job [$F(5,444) = 4.152$, $p = 0.001$]. According to ANOVA analysis, the hypothesis below is accepted:

H8c: Type of job influences students' choices toward higher education institutions

The student has the most impact on choices, which is the mean of 5. The next positions are lecturer, management, office staff, unemployment and self-employed in respectively.

ANOVA one way is used to test the relationship between students' choices and location, students' choices and monthly income. Because in the test of homogeneity of variances, the sig $= 0.016 < 0.05$ and $0.000 < 0.05$ respectively (equal variances not assumed), thus in Post hoc the testing does not use Least Significant Difference. In this study, we use Tamhane's T2 to compare the mean of groups. In the ANOVA test, the sig is 0.388 and 0.224 respectively which is higher than 0.05. Therefore, these following hypotheses below are not accepted:

H8a: Location influences students' choices towards higher education institutions

In Ho Chi Minh City, the location of the university is not much important for students' choices. It can be explained that the ability to go to work or education institutions around 10 kilometers is fine for people. Moreover, there are many other factors that need to pay attention to in reference to the choices of the students.

H8b: Income influences students' choices toward higher education institutions

The factor shows that most of the people in this survey have good financial situations for the choice of higher education.

SUGGESTED PRACTICES FOR DEVELOPING OBJECTIVES AND TACTICAL MANAGEMENT

1. CONCEPTUAL PLANNING FOR THE NEXT FIFTEEN YEARS.

This includes long term assessment of the strategy required to keep the institute progressing and achieving top standards.

2. MICROPLANNING IN AREAS OF EXPECTED CRISIS.

This looks into all the small aspects of the expected crisis in detail and the operationalization strategies.

3. BRAINSTORMING

This form of thinking process helps to have creative strategies to optimize the smooth execution of plans which have been decided.

4. INNOVATIVE MANAGEMENT- This is a way of thinking which improves execution and maintains transparency in planning an action and continuous improvement in the strategy control.

5. LATERAL THINKING

Lateral thinking is another thinking strategy which will help whenever there is a crisis or if any creative solution has to be found for any problem. Six thinking hats technique is one of the many lateral thinking techniques

Conclusion & Recommendations

The demand and concern about higher education institutions have been increased dramatically in Maharashtra, Thane city. Branding management is gaining importance since a university brand assists potential students in making right decisions and guarantees that their values and norms will match the institutional ones. By examining the factors of brand image in higher education which influence choices of students in Maharashtra, Thane City, this paper provides further empirical evidence of brand image. Furthermore, the most factor affecting students' choice would be defined and taken into consideration. This research also examines the influences of demographic variables such as location, monthly income and type of job to students' choices. Focus group and paper-based techniques are applied to build questionnaire forms. The surveys cover 50 samples which were collected by email survey technique. The technique of Cronbach's Alpha and Exploratory Factor Analysis are applied to test the reliability of all measurement scales. The next stage of analysis illustrates a regression between identified factors and the choice of students. The application of ANOVA is used for studying the relationship between demographic variables and students' choices. The results show that the positive significance of human resources' competence, program quality, infrastructure, cost and reputation of the universities to students' choices. Besides, there is a relationship between the type of job and the choices of students.

The recommendation can be the cost strategy with the competitive cost which provides for the students who need to be taken into consideration. The research on the costs of all universities across Maharashtra, Thane City may provide much useful information related to tuition fees for students. Moreover, the appropriate strategies which attract more excellent lecturers from not only local universities but also from international universities. With a good working environment and compensation, excellent lecturers may provide a long-term commitment to the development of such institutions. Besides, high-quality program can be improved by co-operation with reputation universities over the world. These Maharashtra institutions will have more benefits from co-operation in terms of program quality. An incentive money for research may attract more experienced researchers to come and contribute to the institutions. For the infrastructure, the demands for higher education in Maharashtra have increased greatly so there is now intense competition between universities to attract students. The institutions need to develop themselves by investing money to improve infrastructure such as study facilities. The investment capital may come from many sources such as tuition fees, foreign investment, and corporations. With multimedia systems play a very important role in reputation improvement for the institutions.

Advertising through social networks, websites, blog communities and workshops is a popular tool to attract prospective students for applying to a university. The brand image cannot be built in the short-term. It needs long-term development with synchronization of all factors. Thus, the institutions need to pay attention to the importance of university reputation soon. Besides the interview with students, managements or leaders of three institutions are interviewed to know about the factors of brand image toward higher education. The collected information is very useful. All managements show that innovation in training is very important and they had strategies to develop the factors. Moreover, the social responsibility factors are not important enough but it may affect the reputation of these institutions. Thus, future research may concentrate on the gap between management and students toward brand image factor related to choices in a higher education institution.

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