

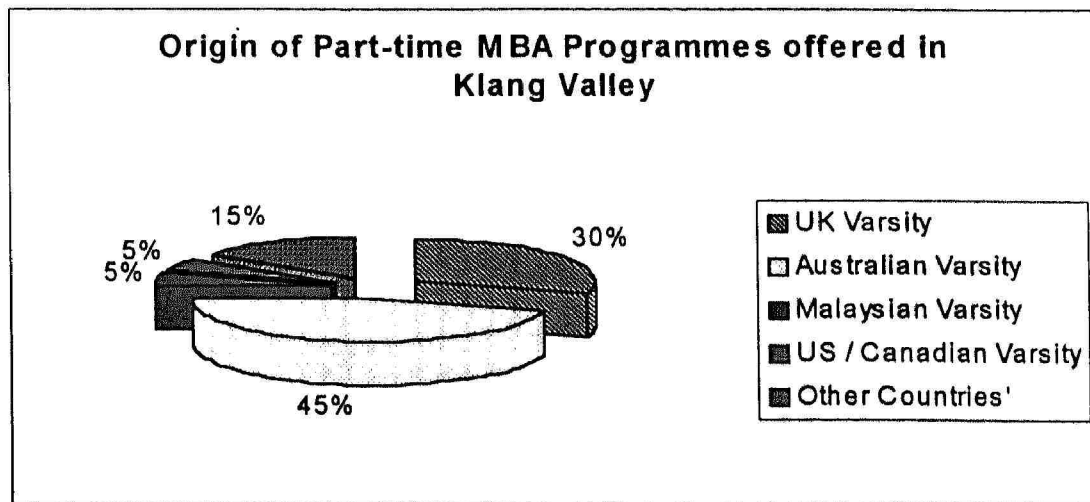
CHAPTER 5: COMPARATIVE STUDY

Chapter 5 deals with comparative studies on the part-time MBAs offered by 17 identified part-time MBA providers in term of comparing their MBA originality, course fees, course duration, specialisations, assessment modes, accreditation and intakes. The chapter tries to compare the general features of part-time MBA programmes, with the primary research done on the candidates' expectation. To have wider picture, comparisons among part-time MBAs, distance-learning MBAs and candidate's preference are carried out simultaneously in some instances. This will serve as a guideline for the existing or potential providers to alter their parameter(s) in order to develop sound competitive strategies that can withstand the drastic competition in the industry. The output of the primary finding is at appendix 4.

5.1 Origin of Part-time MBA Programmes

Most of the local private part-time MBA providers in Klang Valley have been working mainly with Australian universities and UK universities. The figure 5.1 has shown that Australian MBAs (48%) and UK's MBAs (32%) are the most common varsities of part-time MBA programme offered in Malaysian MBA education industry.

Figure 5.1: Distribution according to origin of part-time MBA in Klang Valley



Source: Survey (May 2001)

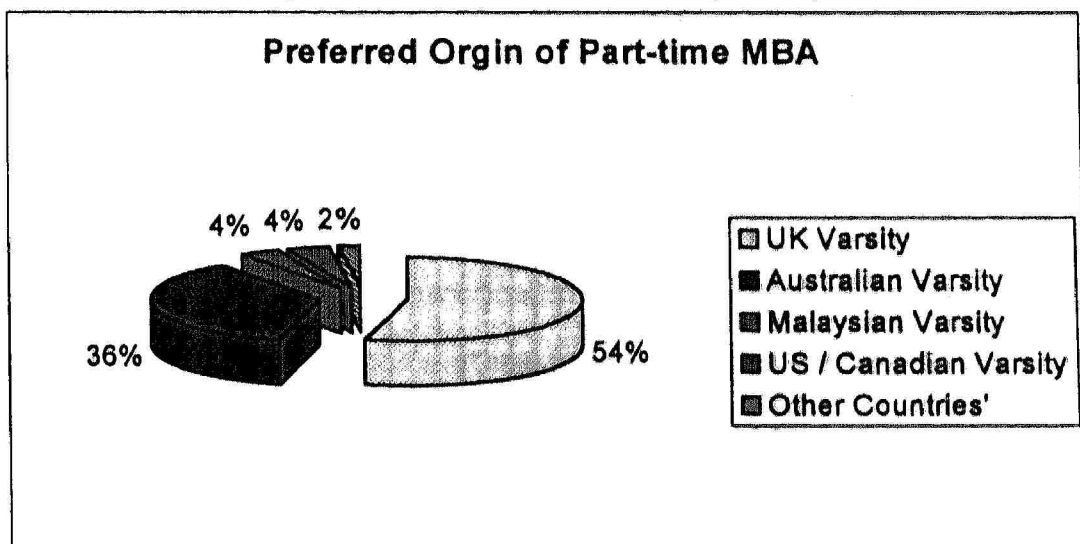
The primary research finding indicates that there is significant demand for UK and Australia MBAs compared to other countries. The most revealing finding was that 54% of the respondents vote for the UK MBAs. This has unveiled the fact that UK MBAs are preferred, thanks to its tradition and reputation in education. Of great interest (and concern) is the finding that 36% of the respondents vote for the Australian MBA. This follows by 4% for American MBA, 4% for Malaysian MBA and relatively small, 2% for other countries' MBA.

The Australian MBA is generally perceived to be more practically and relevant to Asian value, especially the textbooks and case studies applied. UK MBAs are very much acceptable because of the background of Malaysian culture has strong reflection of the UK education system, which inevitably most people prefer to follow.

During informal conversation with the respondents, it reveals that American MBAs are not popular because they were not sure of the reputation. Some associated it with the inflexible study mode. According to En. Sahak Hj Ahmad, Chief Executive / Principal of Stamford College Ampang expressed his view that an American MBA graduate would not be recognized by the Malaysian (even Hong Kong) on their pay scale. This will of course not attract the government servant for the American MBA. (by right, it is not specially for potential civil servant's position). For those who prefer the American MBA contributed to the fact that the MBA's origins are from the USA, less commercialised or wide networking.

Malaysian MBA is perceptive less favourable by the respondents. To some of them, Malaysian MBA, though offered by the private sectors, was strong associated with the MBA offered by the public universities. The MBAs offered by the public universities are too lengthen and hard to be obtained.

Figure 5.2 Preferred University of Origin



Source: Survey (May 2001)

To conclude this subsection, it is worthwhile to note that most of the private MBA providers offer part-time MBAs in association with Australian universities. In contradiction for the distance-learning MBAs providers, most of them are in partnership with UK universities (Refer to Table 5.1). The student preference seems to best fit with the distance-learning MBA programme as such.

Table 5.1 Origin of part-time franchised MBA and distance learning MBA

	UK	US/Canada	Australia	Malaysia	Philippines	Netherlands	Holland	Total
Part-time	6	1	9	1	1	1	0	19
Distance Learning	11	3	2	0	0	0	1	18

Source: Survey (May 2001)

5.2 Majors / Specialisation

Almost all the MBA candidates upon the completion of 1/3 of their course will receive a Postgraduate Diploma. After that they have to decide on the area of specialisation that they would like to pursue.

There are many options of specialisation available to the candidates. In 1997, there were around 10 options available to these students. However, the number has increased tremendously to more than 30 over the past, as there have been an existence of diverse needs among the prospects. In catering for the dramatic growth in global business and international trade, there has been an increase in provision of business courses offering a specific international flavour like

international business, international commerce, international marketing and international management. This has led to a wider spectrum of specialisation available.

Table 5.2 shows the vast majoring options offered by 17 institutions offering part-time MBA in Klang Valley.

Table 5.2 Majoring Options Available for Part-time MBA Prospects

Majoring Options / Specialisation	Number	Percentage (%)
General / Executive	12	22.6
Marketing / Strategy Marketing / International Marketing	10	18.9
Human Resource Management / Training HRM	8	15.1
Finance / Applied Finance / Finance & Investment	6	11.3
Management / Strategy Management / International Management	4	7.5
E-Commerce	3	5.7
Total Quality Management	2	3.8
Information Technology / Information System	1	1.9
Advertising	1	1.9
Public Relations	1	1.9
International Commerce / International Business	1	1.9
Entrepreneurship	1	1.9
Management Consulting	1	1.9
Business Law	1	1.9
Technology and Innovation Management	1	1.9
	53	100.0

Source: Survey (May 2001)

12 of the 17 identified part-time MBA providers offer part-time General MBA together with other specialisations. Although the title used for the specialising differs from one provider to another (for example, the general MBA also known as the generic, general management MBA), the syllabus or the subjects covered are similar. Therefore they are assumed as the similar major. Part-time Generic / Executive MBA is the option made available by most higher learning institutions in Malaysia to their prospects ($22\% = 12/53 * 100$). For the distance learning MBA providers, the popular specialisation is also laying on Generic / Executive ($23\% = 10/42 * 100$).

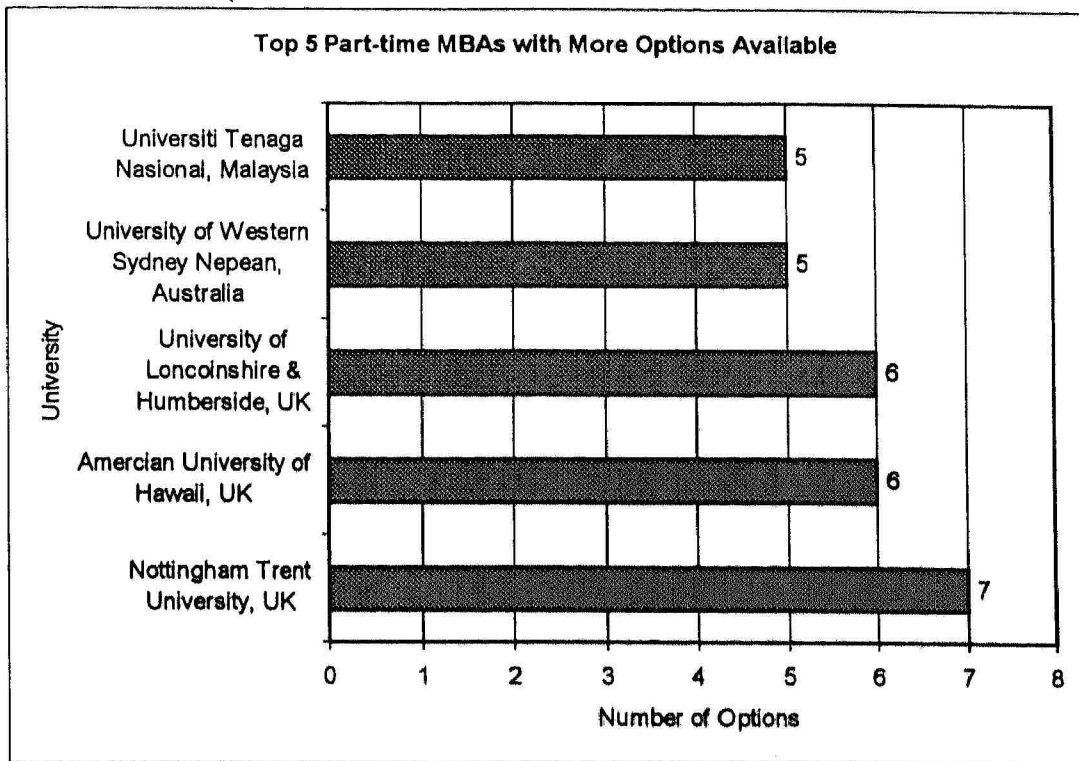
From the analysis, general MBA, MBA (Marketing), MBA (Human Resource Management) and MBA (Finance) are widely being offered at Klang Valley. About 6 out of 22 private MBAs providers confined their business of part-time MBA only in general MBA. This leaves the other 16 private providers of the total to fulfill the diverse needs of the prospects. Those private providers concentrating on just one option of MBA have their own reasons. Based on the informal conversation with MBA providers in Petaling Jaya, some of them could be risk averse because they are new in the industry whereas some of them might not have any demand for other options in the industry. Those private providers trying to carve their own competitive edge also seemed to opt for the choice. Concentrating on one option of study enables them to concentrate and build the programme with undivided attention and investment justification.

Of all the private providers identified for the purpose of this study, Nottingham Trent University, UK with the help of Financial Times, UK (local counterpart – Raffles Education Group – Olympia College in PJ) offers the highest number of

options to specialisation to their part-time MBA candidates (Diagram 5.1). The options are Generic MBA, Marketing, Human Resource Management, Finance, Advertising, Public Relations and Information Systems. These options cover almost all the options available in this part-time market segment. Their intention is motivated by their mission of covering most of the market share with little regard on cost-benefit justification.

Olympia's MBA programme is designed to produce skilled decision-makers that have practical understanding of the business world. According to Ronaldo. Battle, the head of Raffles School of Extension and Postgraduate Studies, Olympia's MBA has differentiated position in the industry, whereby it is only programme that offers the most options to candidates as their specialising areas. This programme is offered through a partnership, which sees Olympia delivering the lectures, Nottingham-Trent (NTU) awarding the MBA degree and Financial Times Management providing all course materials. He also stressed all the candidates will be accessible to a communication system 24 hours a day, from anywhere in Malaysia and all for no charges at all.

Diagram 5.1 Top 5 Part-time MBAs with more options of specialisation available for their part-time MBA candidates



Source: Survey (May 2001)

According to Mr. William Chua, Programme Director of Stamford College, a big number wanted a general MBA because they wanted to equip themselves to cope with their managerial jobs. As a manager, one has to aware all the operation flows well and resumes the high challenges entrusted by the senior management with high degree of effectiveness and confidence. General MBA, according to him, will not only mean for academia but also will enhance the individual personal development.

As for those who selected Marketing, Finance, HRM, IT and TQM, they were already in a senior managerial level and lacked knowledge in the specific area. Some of them were aspiring to move into those areas and were expecting promotions in the near future in the specific area.

Table 5.3 Preferred Options by respondents

Majoring Options / Specialisation	Number	Percentage (%)
General / Executive	21	21
Marketing / Strategy Marketing / International Marketing	16	16
Human Resource Management / Training HRM	10	10
Finance / Applied Finance / Finance & Investment Management / Strategy Management / International Management	13	13
E-Commerce	6	6
Total Quality Management	9	9
Information Technology / Information System	7	7
Advertising	8	8
Public Relations	0	0
International Commerce / International Business	3	3
Entrepreneurship	4	4
Management Consulting	0	0
Business Law	0	0
Technology and Innovation Management	1	1
	2	2
	100	100

Source: Survey (May 2001)

5.3 Duration

The prescribed duration of most part-time MBAs is 18 to 24 months (minimum). The Southern Cross University's MBA through Cybernetic Institute of Technology offers the shortest programme whereby the programme can be completed in 9 months timeframe. This follows by Nottingham Trent University's MBA through Olympia College, which offers 12 months MBA.

The difference in duration of the programme is mainly caused by the number of subjects taught in each semester. The longer programme gives more flexibility to the candidates compared to shorter programme. It is also influenced by the university academic requirement. If the MBA programme is applying a modular system then the candidates able complete the MBA in the shorter period of time by taking more subjects per semester or else under set system, this flexibility is out of the question.

Table 5.4 Duration of Part-time MBA offered by various universities/colleges directly or through local partners in Klang Valley

Item	University	Duration (Months)
1	University of Sunderland, UK	24
2	University of Wales, UK	24
3	University of Lincolnshire and Humberside, UK	24
4	University of Bath, UK	24
5	AMMO-RMIT, Australia	24
6	University of Ballarat, Australia	24
7	Universiti Tenaga Nasional, Malaysia	24
8	Victoria University, Australia	20
9	Oxford Brookes University, UK	18
10	AIM, Philippines	18
11	Charles Stuart University, Australia	18
12	Maastricht School of Management, Netherlands	18
13	American University of Hawaii, US	18
14	Edith Cowan University, Australia	18
15	University of Newcastle, Australia	18
16	Sydney Business School, Wollongong University, Australia	16
17	University of Western Sydney Nepean, Australia	15
18	Nottingham Trent University, UK	12
19	Southern Cross University, Australia	9

Source: Survey (May 2001)

If we compare with the distance learning MBA, the minimum duration to complete most distance learning MBA is 24 to 36 months. The distinction of part-time MBA and distance learning MBA in term of the duration is due to the fact that the distance learning MBA candidates request more time in their learning process as less face-to-face interaction is involved with their professor overseas.

Of the respondents, 70% indicated that they preferred MBA with duration of 18 months and the least popular is 36 to 48 months (less than 2%). Some respondents did prefer shorter duration but as also not popular because respondents said that it will be too much to cope within a short duration.

Table 5.5 Preferred duration by respondents

Duration	Percentage (%)
9 months	8
48 months	1
36 months	2
24 months	10
18 months	70
12 months	9

Source: Survey (May 2001)

5.4 Total Course Fees

Information about tuition fees was mainly secured through phone calls to the MBA coordinators at respective institutions.

Most of the part-time MBA providers provide installment scheme for paying tuition fee in order to reduce the burden of the candidates. This installment mode allows

the candidates to spread the cost of an MBA over a period of time. Under this mode, candidates can pay their fees either twice, three time a year or quarterly or monthly.

The University of Newcastle's MBA programme offered through Wira Konsep Sdn. Bhd. stands alone from the other providers. The candidates need to pay in total RM15,200 as the fees for the course. In addition to this, the candidates are also requested to pay AUD\$200 per module as examination fees.

Table 5.6 is the result of survey carried out among the part-time MBA providers at Klang Valley. For the purpose of this study, the minimum amount of fee levied paid by the candidates is taken into consideration (irrespective of the different value imposed under installment scheme).

From table 5.6, there is a causal relationship between the pricing (tuition fees) with the reputation of the MBA or the school. For example, the Asian Institute of Management, Philippines who has been ranked by Asiaweek as the third top business schools (out of 50) in 2000 charges RM45,000 through its local counterpart. University of Bath, a first class traditional UK university and ranked as the excellent rankings for business and management category by Financial Times, charges RM36,600 through MIM. This goes to the same to AMMO-RMIT, Maastricht School of Management and Victoria University. In short, the extra premium charged by these business schools reflects the payment for the brand loyalty and the image carried for the MBA.

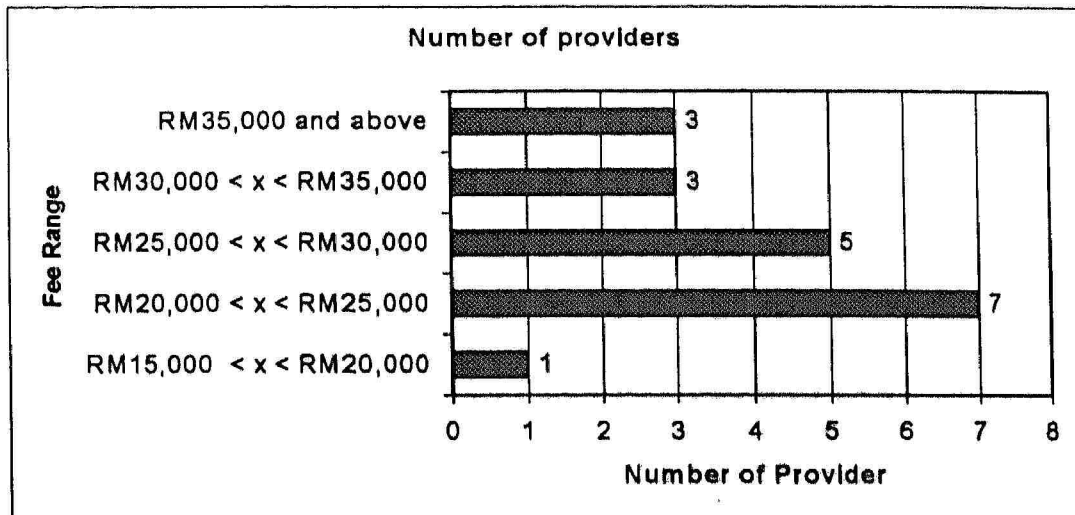
Table 5.6 Tuition fees levied by local part-time MBA providers (the minimum value)

No	University	Local provider	Min. fees value (RM)
1	University of Newcastle, Australia	Wira Konsep Sdn Bhd	18,500
2	University of Wales, UK	KLC Center for Higher Studies	21,100
3	University of Western Sydney Nepean, Australia	Kemayan ATC	22,000
4	University of Ballarat, Australia	Strategic Business School	22,000
5	Universiti Tenaga Nasional, Malaysia	Universiti Tenaga Nasional	22,000
6	Nottingham Trent University, UK	Olympia College, PJ	22,100
7	Charles Stuart University, Australia	IRI Institute of Graduate Studies	24,000
8	Sydney Business School, Wollongong University, Australia	PTPL College, Shah Alam	24,000
9	Oxford Brookes University, UK	Action Learning Sdn Bhd	25,000
10	Edith Cowan University, Australia	PJ Community College, PJCC	25,800
11	University of Lincolnshire and Humberside, UK	KDU (KL only)	27,000
12	University of Sunderland, UK	Binary Business School	28,000
13	Victoria University, Australia	International City Institute of Technology (CITI)	28,000
14	Maastricht School of Management, Netherlands	Malaysian Institute of Management (MIM)	30,500
15	AMMO-RMIT, Australia	Malaysian Institute of Management (MIM)	33,000
16	Southern Cross University, Australia	Cybernetics College of Technology	34,000
17	University of Bath, UK	Malaysian Institute of Management (MIM)	36,600
18	AIM, Philippines	Asian Institute of Management (AIM), Subang Jaya, PJ	45,000
19	American University of Hawaii, US	Mina Management Institute	50,000

Source: Survey (May 2001)

The tuition fees charged by various part-time MBA providers in Klang Valley can be divided further into 5 groups based on different fee range for a comparison purpose.

Diagram 5.2 Range of Tuition Fees for the 19 part-time MBA offering university



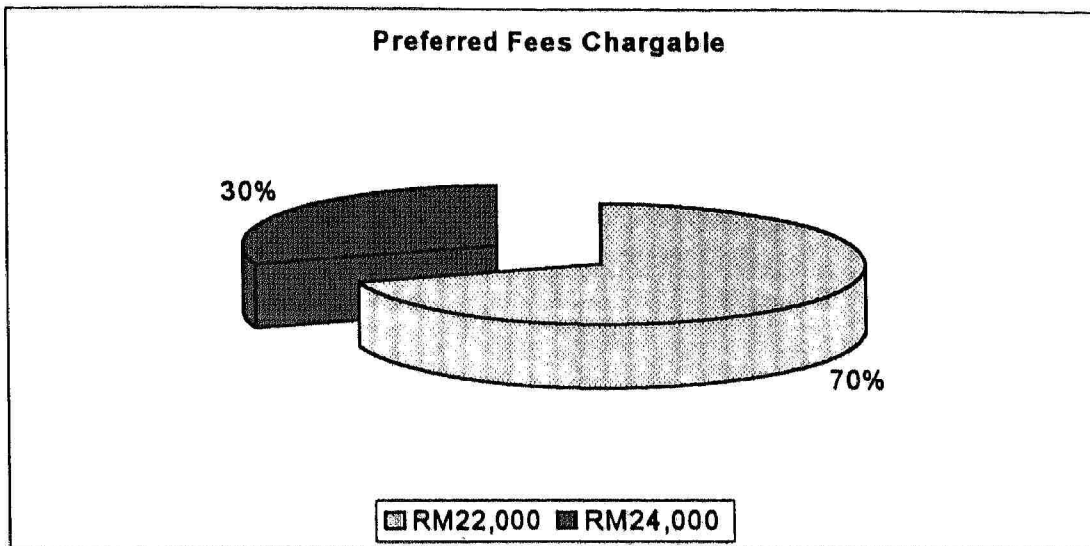
Source: Survey (May 2001)

Referring to Diagram 5.2, the highest number of private sector offering part-time MBA in Klang Valley is charging between above RM20,000 and below RM25,000.

There are altogether seven universities in this range. The highest in this category is the part-time MBA awarded by American University of Hawaii, US through Mina Management Institute that charges RM50,000 for the whole programme. The part-time MBAs awarded by University of Newcastle, Australia through Wira Konsep Sdn. Bhd. is the lowest, i. RM18,500. In fact, the part-time MBAs awarded by University of Newcastle, Australia through Wira Konsep Sdn. Bhd. is the lowest priced among all the MBA programmes offered by various private MBA providers in Klang Valley.

While the colleges charged various fees, the primary research showed that the students affordability lies between a fee of RM22,000 to RM24,000 as indicated in the below figure 5.3. Informal talks with some of the respondents revealed that most of them were agreeable that the fee of around RM20,000 was an acceptable price.

Figure 5.3 Preferred Fees Chargeable



Source: Survey (May 2001)

Based on the response in this area, it would be advisable for a provider to price it in the range of RM22,000 to RM24,000 in order to attract prospects.

5.5 Quality Control and Accreditation

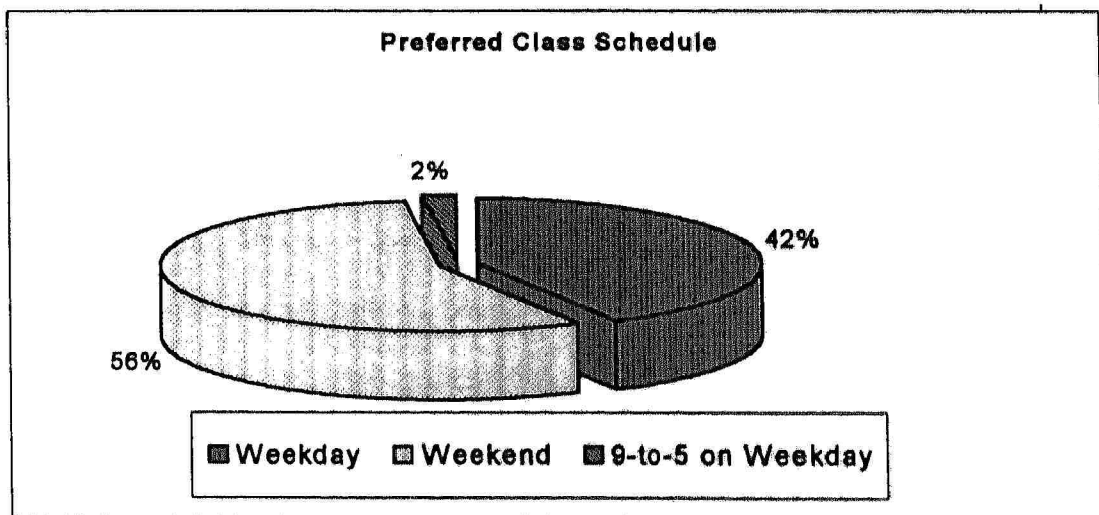
Currently, there are no international unified standards to control the quality of MBA programmes but there are a few organisation which accredit MBA programmes on some standards of course contents etc. The most renowned are the Association

of MBAs in the UK and the American Assembly of Collegiate School of Business (AACSB)

From a total of 6 UK universities (including Wales and Scotland offering part-time MBAs in Klang Valley only University of Bath, UK studied through MIM are accredited by AMBA. AMBA is UK based Association which is gaining popularity among higher institutions offering MBA in Europe. This is because this accreditation gives the institutions the quality assurance of MBA based on the various rigid criteria and enables the candidates registered under the universities concern to be benefited from their high standard of teaching and assessment abilities.

5.6 Timetable

Figure 5.4 Preferred Class Schedule



Source: Survey (May 2001)

Primary finding revealed the general preference over the MBA programmes that conducted on weekday evenings, after 6:00pm and weekends (normally on full day basis) to accommodate candidates who work on full-time.

There is a positive correlation between the preferred class schedule with what is offered by many MBA providers. A total of 42% preferred weekday evening only and 56% preferred weekends. There was no other significant preferences except 5 about five of 100 respondents suggested classes on alternate weekends. Those who wish to study on 9-to-5 basis are mostly preferred full-time MBA.

5.7 Admission Qualifications

The admission requirement to many MBA programmes stress on the need of the applicant to have three to five years working experience in minimum, preferably at the managerial level, in addition to the first recognised undergraduate degree. Exceptions are made for those without a first degree but with substantial work experience and a keen interest in pursuing their MBA education.

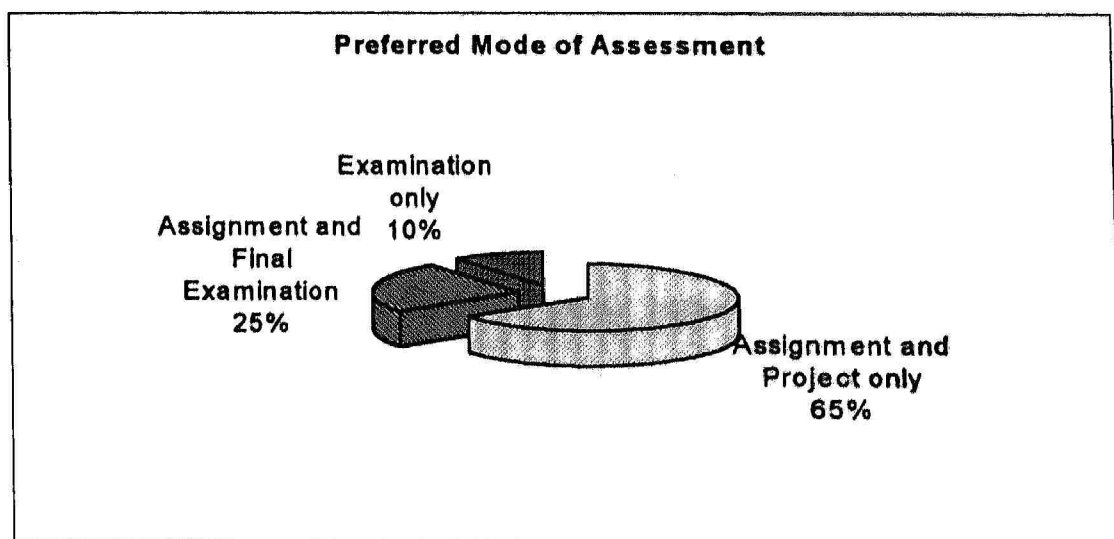
However, MBAs offered under MIM and Action Learning Sdn. Bhd. have a very strict admission requirement. In order to pursue an MBA with this university, one must be have 4 to 5 years managerial experience recognised by their partner universities. This is because at the end of the programme it is compulsory for the MBA candidates to prepare a useful paper work based on their organisation. By stringent policies, it can be said that these MBAs have their own special position in the industry. This is highly sought programme from candidates with sponsorship.

There was a general change in the MBA admission criteria in Malaysia last year. With effective from last year onwards, the directive of MOE spelled out that other professional qualifications except ACCA and CIMA would not be accepted as entry requirement for a Master degree. Therefore, there is certain restriction for MBA education as far as for the non-graduate adults is concern. The non-graduate adults who could not qualify by whatsoever means to an MBA programme might engage in other professional study. This will not a serious threat to the MBA market in the light that the numbers of undergraduate students increase tremendously from public universities and private higher learning institutions. It will serve as a balancing mechanism for the MBA industry.

5.8 Mode of Assessment

Most institutions combine assignment, examination and projects in order to evaluate the candidate's performance. Part-time MBAs awarded by American

Figure 5.5 Preferred Mode of Assessment



Source: Survey (May 2001)

University of Hawaii, US, Edith Cowan University, Australia and Charles Sturt University, Australia are very flexible in where the evaluation is solely based on assignments or live consultancy projects. The evaluation method for Southern Cross University (Australia) MBA offered through Cybernetics Institute of Technology was purely based on the assignments a year ago. The changes have been made to include the examination in order to avoid the general accusation of perceived "inferiority" and to assess the candidates' theoretical understanding on business management.

The method of assessment is also a vital factor in the selection process of a MBA prospect. The primary research clearly indicates a bias towards project evaluation only (Figure 5.5). Through conversations with some of the MBA enquirers visiting Stamford College have revealed that most of them fear examinations, as such 65% of the respondents preferred 100% assignment-cum-project based MBA only. Some of them also felt that they have academic qualification and many years of experience, it is for the additional knowledge that they intend to pursue the MBA. In the category of a mix of examination and assignment the score was 25% and 10% for examination only category.

Providers of part-time MBA should take cognizance of the evaluation preference. Although the assessment methodology is dictated by the university concerned, the provider can then select a partner university based on this finding in order to attract more student. However, it should be done so not in the expense of the academic standards and ethics.

5.9 Intake and Location

Some institutions have only one intake per year, due to the fact that they wish to give special attention to the MBA candidates and to gain greater control of resources. However, it is also because of the institutions is facing of resources shortage, especially finance, manpower and academic facility. Most of the part-time MBA providers are having more than an intake per year. The intake by no mean is a fixture. The providers can work out an appropriate commencement date to the market demand.

For the location wise, primary research indicated that location was not a key factor. Only 25% said that location is important. This is probably due to the fact that 75% of the respondents had cars and another 25% worked on a 5-day working schedule.

5.10 Student Activities

There are institutions in the industry that would not miss any activities organised by the public media. These universities take part in any activities that give maximum exposure to the students while they are on the programme. Besides giving valuable experience and employment potential the university also gets a lot of publicity that help the school to enhance its image by taking part in such activities. However, this kind of activities seemed to be more appropriate for full-time students. This is because none of the universities discussed emphasized student activities as an integral part of the part-time MBA programmes.

5.11 Service Augmentation

The part-time MBA providers need to upgrade the quality of their MBA programmes to benefit the candidates and hence the design of MBA extra curriculum should be stressed on the personal skill enhancement instead of theoretical learning. By doing this, a part-time MBA provider might gain a mile ahead than its competitors and able to strengthen its competitive edge in the industry.

MIM, Action Learning and Asian Institute of Management are few excellent examples of part-time MBA providers who apply service augmentation strategy. Their MBA candidates will have to spend 2 to 3 weeks' residencies at their campus in UK, Netherlands, Australia and Philippines to complete their MBA. Part of the cost (accommodation and food) is, partly or fully, covered in the tuition fees.

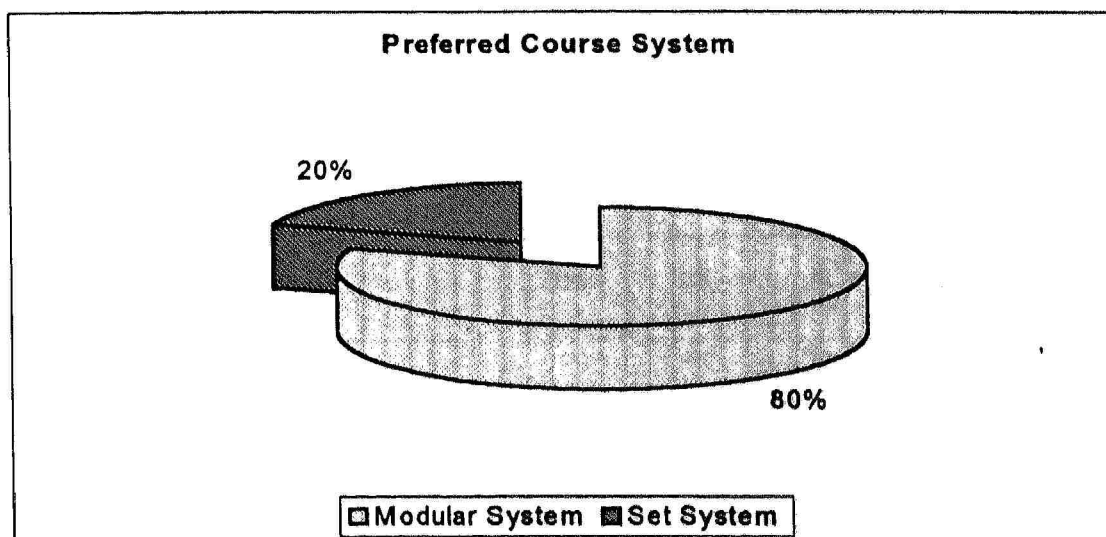
This kind of "study-visit" programmes might be able to attract those who are looking for a more active action learning or cross-cultural learning opportunity. This is because the short programme at the beginning of a MBA programme enables them to establish close networking with their coursemates. It also contributes to improved teamwork and cooperation. The Maastricht School of management (Netherlands)'s studying through MIM offers similar study. Two weeks residential studies will be held at Maastricht in Netherlands and as part of the part-time MBA programme offered by the school.

On the other hand, University of Lincolnshire and Humberside (UK)'s studying through KDU gives other type of service augmentation. Whole of its MBA

programme is divided into three stages and entry will differ from one to another based on their education level and work experience. This type of programme can be a favourite among those who are looking for a second post-graduate qualification in a different field than their previous one.

It would be pertinent to note that the primary research indicated a preference towards programmes, which are modular (Figure 5.6). 80% of respondents expressed their preference on the modular system while 20% preferred set units

Figure 5.6 Preferred Course System



Source: Survey (May 2001)

in a semester. The modular mode offers greater flexibility. The candidates can choose the units they wished to do and in this way they can match their ability to cope with work commitments.

5.12 Criteria of Choosing an MBA

Table 5.7: Preferential Scale

Variable	Importance (Ranks)				
	5	4	3	2	1
Name of Awarding University	93	7	-	-	-
Origin of University	92	8	-	-	-
Name of College / Training Institution facilitating the MBA	21	67	12	-	-
Words-of-Mouth recommendation	90	10	-	-	-
Advertising	-	-	10	68	22
Cost of Course	13	24	53	8	2
Major Options	58	42	-	-	-
Location of the MBA provider	9	11	2	66	12
Duration of the MBA	91	9	-	-	-
Financial Support (links with Banks)	65	23	4	6	2
Internship	19	11	27	33	10

Source: Survey (May 2001)

Research on the key competitive components, four variables scored more than 90%. A total of 93% of the respondents indicated the name of university as a very important consideration. It is due to the fact that respondents were investing substantial money and time and wanted to ensure their current and future employers readily recognise their qualification. This correlates with the primary reason to undergo for an MBA to gain competitive advantages, which help to open up more lucrative careers and promotion leeway.

The origin of university scored 92% in the very important category and this again is tied-up with general perception of education in Malaysia. Both UK and Australian MBAs are well accepted in contradiction to the American MBAs.

The duration of the MBA scored 91% and financial support scored 65% while MBA programme options scored 58% in the very important category. It would be appropriate to look into serious arrangements with local bank to offer attractively packaged loans. This is vital bearing in mind that more than 90% the respondents have at least one big financial commitment either in the form of housing loan or car loan or both.

Worlds-of-mouth recommendation scored 90% in the very important category. While Advertising effects were scored biased towards the non-important category where 68% of the respondents considered as almost not important. Therefore, promotional through worlds-of-mouth recommendation is extremely important and a most reliable method of securing good MBA enrolments.

As for pricing, 28% scored as important while 55% considered it as moderately important and 10% was bordering on almost not important. It is important to note the financial position seemed to have influenced their response and majority of them still consider it as important. It would than be pertinent to note that providers should price the programme at the acceptable level, i.e. between RM22,000 to RM24,000.

One interesting issue to be discussed here is pertaining to internships. 30% of the respondents scored it as 5 and 4 (very important and important) and 33% scored

it under not so important and absolutely not important was 10%. Based on further analysis, it was found that internship was a preference to those who had about 3 years work experience. Those who had more than 5 years experience were not keen. About 27% scored it as 3 and were of the opinion that it might be a good idea to provide some form of internship. Most of them felt that it would not be practical to do an internship at lengthy duration. A short four to five days was suggested. They feared that their employers may not be agreeable for too long an internship, a four to five days or a week could be acceptable.

5.13 Facilities and other Service Attributes

Research results contribute the excellent internal attribution mainly to the library resources, course materials, staff promptness in informing changes, attending to requests and the provision of individual guidance and support (Table 5.8). It appears that the students are nowadays very demanding to have even best facilities and excellent customer services. However, the providers who are able to satisfy the need of them may win the current and future MBA enrollment because the word of mouth recommendations are relatively important compared to press advertisement.

Table 5.8: Preferential Attributes

Variable	Importance (Ranks)				
	5	4	3	2	1
FACILITITES					
* Pleasing physical facility in College or Training Institute	2	30	50	9	9
* Personnel in College are courteous and inviting	11	68	22	-	-
* Materials associated with course-hand-outs notes-are visually and content-wise appealing	99	1	-	-	-
* Library Resources	95	5	-	-	-
RELIABILITY					
* Deliver all promises	45	8	33	22	-
* Perform service right at the first time	80	20	-	-	-
* Provide error-free records	65	35	-	-	-
RESPONSIBILITY					
* Staff informs promptly of changes in lecture schedules	99	1	-	-	-
* Staff promptly looks into all requests	99	1	-	-	-
* Staff willing and never too busy to respond	99	1	-	-	-
ASSURANCE					
* Behaviour of staff and lecturers instills confidence	95	5	-	-	-
* Programme is accredited and recognised	98	2	-	-	-
EMPATHY					
* Provide individual attention	99	1	-	-	-
* Will have back-up classes for those who may have missed classes	99	1	-	-	-
* Will provide special assistance	99	1	-	-	-

Source: Survey (May 2001)

After considering various aspects that might influence a part-time MBA provider to gain its competitiveness in the MBA education industry, the analysis will not be practical and comprehensive enough without a case study. In Chapter 6, the study of MBA provided by Stamford College will be the base to incorporate all the findings and draw a strategy plan for Stamford College to gain the market awareness of its MBA.