

Competitive Strategies in Higher Education

Juha Kettunen

Abstract

This study emphasises the role of heads of departments in higher education. They are in a key position to shape the future direction and strategy of their subunits. They can also make an important contribution to the strategy of the whole organisation, which should be broad enough to allow different competitive strategies of subunits. The results of this study show that the strategies of overall cost leadership, differentiation and focus, known in business literature, can be successfully applied to higher education. This is especially true in market-led continuing education. Examples from the Finnish higher education sector are cited.

Introduction

The role of heads of department has attracted the attention of educational researchers only comparatively recently (e.g. Floyd and Wooldridge, 1996, Gold, 1998). However, reference to the importance of involving heads of departments and other staff in key decisions is frequently noted (e.g. Dearing, 1994). This study is a theoretical analysis on strategic management and makes a contribution to the literature by focusing on the heads of departments and competitive strategies of subunits in higher education.

The strategic process means the manner and style in which teaching, management and support processes are planned for a better future. Many heads of department are usually involved in helping to shape the strategic plans of educational institutions, primarily by commenting on drafts of the whole institutional plan. Their role can, however, be much larger, because they are responsible for developing their own departmental plans with their staff.

One key choice in strategic planning is the decision whether the central plan is created and translated into more localised planning in departments or whether strategic planning is an amalgam of subunit development plans. The central plan cannot be a collection of separate plans produced by subunits. There is a need for a whole-organisational approach, which gives general broad lines and which is mediated by, for example, the approving board of governors. There is also a need to create ownership and give content to the central plan by allowing subunits to contribute their own strategic aims to the central plan.

The broad lines of the central plan provide the basis for the subunit strategic plans. It is emphasised in this study that the central plan should be broad enough to allow subunits to develop their own competitive strategies. These strategies of subunits can be highly different from each other depending the public control, funding regulations and other constraints. If the central plan and environmental changes are taken into account, the plans produced by subunits usually need only minor modification.

Michael Porter (1990) has introduced three potentially successful competitive strategies, which are the overall cost leadership, differentiation and focus. The aim of this study is to explore how the competitive strategies known in the business literature can be applied to market-oriented educational institutions. These generic strategies provide an interesting basis for the strategic management of subunits in higher education institutions.

Higher education institutions face competition from universities, polytechnics, private training companies and consultants. They must respond to the complex factors making an impact on the demand for education. At the same time, they are constrained by state control of the methods in which they may operate. Their strategies are, therefore, planned in an environment which is a hybrid of commercial and public sector constituents.

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