

Gather your information from Assurance of Learning Exercise 1B. Also, turn back to the Cohesion Case and review the section on competitors (page 31).
On a separate sheet of paper, prepare a CPM that includes PepsiCo and Coca-Cola Company. Turn in your CPM for a classwork grade.

EXERCISE 3H

Develop a Competitive Profile Matrix for Your University

Your college or university competes with all other educational institutions in the world, especially those in your own state. State funds, students, faculty, staff, endowments, gifts, and federal funds are sources of competitiveness. Other areas include athletic programs, dorm life, academic reputation, local, national, and career services. The purpose of this exercise is to give you practice thinking competitively about the business of education in your state.

Identify two colleges or universities in your state that compete directly with your institution for students. Interview several persons, perhaps classmates, who are aware of particular strengths and weaknesses of those universities. Record information about the two competing universities.
Prepare a CPM that includes your institution and the two competing institutions. Include at least the following 10 factors in your analysis:

1. Tuition costs
2. Quality of faculty
3. Academic reputation
4. Average class size
5. Campus landscaping
6. Athletic programs
7. Quality of students
8. Graduate programs
9. Location of campus
10. Campus culture

Submit your CPM to your instructor for evaluation.

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11. Michael E. Porter, *Competitive Strategy: Techniques for Analyzing Industries and Competitors* (New York: Free Press, 1980), 24-27.
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