

Mini Case Study –

Established in 1990, Metropolitan University of London (MUL) is a non-profit public higher education institution located in London. Metropolitan University offers courses and programs leading to officially recognized higher education degrees such as pre-bachelor degrees (i.e. certificates, diplomas, and associate or foundation degrees), bachelor degrees, master degrees, doctorate degrees in several areas of study & MUL well recognized in UK for offering degrees of Medicine, engineering & business management. **MUL** also provides several academic and non-academic facilities and services to students including a library, housing, sport facilities and/or activities, as well as administrative services.

Universities in London have benefited particularly from students coming from Serendib (commonwealth country) and **MUL** have very low numbers of student. However, **MUL** has recognized that Serendib has a large population of able students who cannot afford to study overseas. Therefore it wants to investigate how it can offer some of its most popular degree programmes in Serendib, where students will be able to study at a significantly lower cost. There are many private institutions in Serendib partnership foreign universities for offering private degrees. It is considering whether to enter into a joint venture with a local institution or to independently set up its own university site in Serendib. Offering courses overseas would be a first to **MUL** and indeed from any academic institution based in London. However, there have been less renowned academic institutions from other countries which have formed joint ventures with small private institutions in Serendib to deliver degree programmes. These have been of low quality and are not held in high regard by the population or the government of Serendib. In Serendib government run universities and a handful of large private academic institutions, none of which have entered into joint ventures, are held in high regard. However, the demand for places in these institutions far outstrips the supply of places and many students are forced to go to the smaller private institutions or to study overseas if they can afford it. After an initial investigation the following points have come to light:

1. The Serendib government is keen to attract foreign direct investment (FDI) and offer tax concessions to businesses which bring investment funds into the country. It is likely that MUL would need to borrow a substantial amount of money if it were to set up independently. However, the investment funds required would be considerably smaller if it went into a joint venture.
2. Given the past experiences of poor quality education offered by joint ventures between small local private institutions and overseas institutions, the Serendib UGC has been reluctant to approve degrees from such institutions. Also the government has not allowed graduates from these institutions to work in national or local government, or in nationalized organizations.
3. Over the past two years the Serendib currency has depreciated against other currencies, but economic commentators believe that this may not continue for much longer.
4. A large proportion of MUL's academic success is due to innovative teaching and learning methods, and high quality research. The teaching and learning methods used in Serendib educational institutions are very different. Apart from the larger private and government run universities, little academic research is undertaken elsewhere in Serendib's education sector.

Required: Discuss the benefits and disadvantages of MUL entering into a joint venture instead of setting up university independently in Serendib. Also what are other options available for MUL for offer their service Serendib?

As part of your discussion, consider how the disadvantages can be mitigated and the additional information MUL needs in order to make its decision.

Annexures

Private universities in Serendib

There are so many courses and programmes conducted in Serendib by so many private educational institutes. University Grant Commission of Serendib is the place accredited entire public , private university and institute of Serendib. If degree is not UGC approved, then it might face a big trouble and there are no proper recognition for the course which not UGC Approved . UGC also accepted all common wealth university degree programmes . Its wiser to clarify that the degree that are going to follow is accepted by UGC of Serendib before any degree programmes in Serendib or either aboard.

Extract from Serendib national new paper.

In Serendib, anything 'private' seems not too good nationally. Nationalisation is the buzz word, as it means somebody else's effort and work is acquired for presumed wider benefit of the public. Historically, however, this process is a proven pathway of 'politicisation' leading to a gradual downfall of the institution ending up with increased public liability. A majority of the public see 'privatisation' as a provision for public exploitation.

There was recent public protest organized by Inter Medical Faculty Students' Committee (IMFC) & Doctor Association of Serendib (DCS) demanding the authorities to immediately abolish CITM (Colombia Institute of Technical & Medicine) , Private medical college established in 2011.