



BRAC UNIVERSITY

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Internship Report

Submitted To:

Suntu Kumar Ghosh

Submitted By

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Experience in Teaching: A study to Sunnydale



Letter of Transmittal

May 02, 2016

To,

Suntu Kumar Ghosh
Internship Supervisor
Brac Business School
Brac University
Dhaka

Dear Sir,

It is a matter of great pleasure for me to present you the report, entitled "**Experience in teaching: A study to Sunnydale**".

I would like to thank you for giving this opportunity to work on such an report. By doing this report, I have gained valuable knowledge and insight on the consumer changes on behavior in educational system in Bangladesh, gained insight on the factors affecting the purchase pattern, and learned analysis & understanding the real life scenarios.

I sincerely hope that this report meets your approval and demonstrate our ability to present it. I would be glad to endow you with any clarification if required. Your acceptance and appreciation would surely inspire me.

Sincerely,

Amrita Shahab

Acknowledgement

Preparing this report has been an amazing learning experience for me all the way through. I am highly indebted to my intern supervisor Mr. Suntu Kumar Ghosh Sir for giving me the opportunity to do this report. His advice, guidance, and support helped us enormously.

Without his contribution and help I could not have finished this report successfully. While working on this report, I have gathered valuable knowledge which will also help me in the near future.

CERTIFICATE OF SUPERVISOR

The Internship Report entitled on “Experience in Teaching: A study to Sunnydale” has been submitted to the Office of Placement & Alumni, in partial fulfillment of the requirements for the degree of Master of Business Administration, Major in marketing and by Amrita Shahab bearing ID No: 13264031, Semester: Spring -2016.

The report has been accepted and may be presented to the Internship Defense Committee for evaluation. She has accomplished the report by herself under my direct supervision.

I wish her every success in her future endeavor

Suntu Kumar Ghosh

Assistant Professor

Faculty of Business Administration

Brac Business School

Executive Summary

Sunnydale is a renowned English medium school. I have been working there as a full time teacher since 2011. And in my Internship I got a chance to relate my MBA knowledge with the work I have been doing.

In this report I have tried to study the management system of Sunnydale –an educational institution. I have analyzed its working features, its departments . How it deals with its customers i.e parents that has been visualized in terms of service marketing.

Again, how this institution is competing with itself by maintaining its standard that has also been analyzed.

In my report I have tried to relate this educational institution's working principles with my MBA courses, hence have found out its strength, weaknesses, opportunities and threats.

Some recommendations have also been given that could help it in near future.

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1. Organizational Overview :

Sunnydale was established in 1985 by its founding members spearheaded by its late Chairman Abdul Manna Khan. Based on syllabus published by the UK Education Board this institution was aimed at providing quality education to the society.

Students admitted in this school are mostly from educated family backgrounds with prime aim to get higher education from prestigious institutions at home and abroad.

Since its inception, it has striven to maintain a slow and measured but steady pace of growth in class levels. This policy has, so far paid rich dividends in terms of institutional development. This conservative rate of progress has enabled it to assess, reflect upon and design our future course, thus avoiding the risks of unplanned hasty growth .It has also resulted in a comprehensive, systematic and structured evolution of such school facilities as administrative buildings, science , computer laboratories etc.

The adoption of a gradual but specifically defined expansion policy has helped Sunnydale to build a healthy relationship among its workforce, its student body and the society at large.

At present, Sunnydale is housed in different locations with classes from Playgroup to Grade twelve. It considers each of its students a special being with the potential of growing, maturing and standing on their own. It believes in the motto “Each one for everyone”



Transition from Edexcel to Cambridge International Examinations (CIE):

Sunnydale started its Ordinary level programme with the courses offered by the University of London which led to General Certificate of Education Examinations. Between 1996 and 1998 the “ University of London Schools Examination Board “ merged with Business and Technology Education Council (BTEC) to create Edexcel with the approval of the UK Government (Department of Education). In 1997 Sunnydale adopted the syllabus published by Edexcel, the UK examination board, for the Ordinary Level and Advanced Level General Certificate of Education Examinations.

From the year 2009, Edexcel planned to change its GCS Ordinary Level and Advanced Level Syllabus to IGCSE for both levels. As IGCSE was absolutely a new venture of Edexcel where the syllabus was being changed every now and then, the school decided in the year 2008 to change its syllabus.

Since 2008 Sunnydale has adopted the syllabus published by the University of Cambridge International Examination (CIE), under the UK Education Board, for the Ordinary and Advanced level.

Infrastructure:

For the academic and administrative purposes the school is divided into three sections: the Junior Section, The middle section and the Senior Section.

Junior section is from Playgroup to Kindergarten II, middle section covers from class I to V and senior section covers from class VI to XII.

It has office in each section.



2. Methodology of Study (primary and secondary)

In preparation for this report, I have extracted data and information from both primary and secondary sources. As I work there I had the opportunity to conduct a qualitative personal interview with Tazin Ahmed, Pincipal of the school ,Yasmin Habib, Vice Principal of the School and Miss Shapar, Admin Head, who had provided with some excellent wealth of information in preparing this report. I also received various documents that enabled me to enrich and support the report from the school archive.

I have also extracted secondary data and information from the World Wide Web in making this report.

3. Objective :

My main objective was to relate my teaching experience with my knowledge in business administration. By analyzing its different sectors and finding its strength and weakness how the institution could utilize the best use of its opportunity in order to achieve its desired position in educational sector, this scope has tried to be demonstrated in this report.

4. The department where I have been working :

I have been working at Sunnydale as a Teaching Faculty in Senior Section in Mathematics Department besides my MBA course. For internship I have not changed my job as I could use this job experience in my internship . Though I have done my major in Marketing and my job is related to teaching, still I could apply my learning from MBA in the teaching profession also.

Mathematics department has one academic supervisor who measures the quantity of service in teaching and one subject supervisor who monitors the quality of the service. Mathematics is divided into 3 parts- Arithmetic, Algebra and Geometry . And each of these subjects is taught by different teachers. I take classes in Grade VII and VIII.

Besides teaching we have some other responsibilities also.

- a) Preparing Advanced teaching plan:** Each month we have to prepare lesson plans that needs to be followed. Class work, lecture, test and other works are followed according to the plan. It is almost like forecasting the lesson, the planning phrase.
- b) Preparing weekly lesson plan:** Have to write in details what has been taught in the week and submit it to the academic supervisor to ensure ATP has followed properly
- c) Script checking:** Every week almost 350 scripts checking.
- d) Preparing question paper and worksheets:** Preparing question paper for the examination and get it approved by the supervisor
- e) Assessing the students:** Each year, four times assessment of the students is done. First Quarterly, Half yearly, Second Quarterly and Final. These assessments are done online through EduSmart.

- f) Marks Entry and preparing report card:** Marks are logged in to prepare the report card.
- g) Conducting events like math and science Olympiad:** These events are organized annually. There is a Math and Science club where students are taught and prepared for Olympiad.
- h) Meeting parents:** Meeting parents is very much related with customer service. Here is it very important to ensure the satisfaction of the parents by providing quality education and meeting their problems and finding a solution to those.
- i) Counseling students:** Monitoring and counseling the students to motivate and upgrade them.
- j) Keeping the syllabus upgraded:** Have to keep track what new items have been added to the syllabus and what new things could be added .Upgrade the text book and reference book.
- k) Community service:** Each year community service related works are done and teachers' participation is highly encouraged there.
- l) Jobs that are assigned by the authority:**
School authority has every right to assign jobs related to the school and as being the employee we have to follow those.



5. Erudition from the Internship :

My main challenge was to relate teaching with what I have been taught in MBA.

Teaching is such a profession where one can't involve business oriented issues, again MBA is such a course which one can apply to have a systematic efficient and effective approach.

In any kind of educational institution the main objective is to produce such students as their output those will be able to make a significant position in the society through contributing their services in the welfare of the nation.

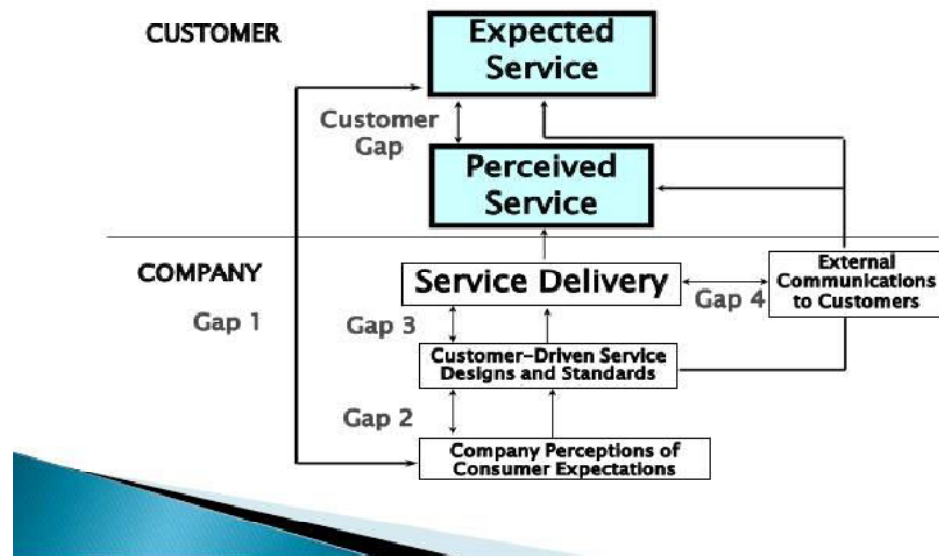
For any kind of renowned educational institute like Sunnydale it is obvious to face up to the expectations of the guardians/ parents who are the actual customers of these institutions by also maintaining their standard.

To meet with the expectations , there is always some gaps that could be related with the GAP Model Theory .

The GAPS Model of Service Quality

The gap model of service quality is an important customer-satisfaction framework. Customer Gap is the difference between customer's expectation and perception. In "A conceptual model of service quality and its implications for future research" (The Journal of Marketing, 1985), A.Parasuraman, VA Zeitham and LL Berry identified this gap model, through which organizations, seeking to meet customer's expectations of the customer experience can successfully achieve its target.

Gaps Model of Service Quality



GAP 1

Gap 1 is the distance between what customers expect and what managers think they expect – Clearly survey research is a key way to narrow this gap (Cardozo, 1964).

This is a common Gap between the parents and the school authority.

Parents expect something and the school authority thinks them to expect some other things. This scenario is clearly visible when parents come to meet the authority.

GAP 2

Gap 2 is between management perception and the actual specification of the customer experience - Managers need to make sure the organization is defining the level of service they believe is needed (Cardozo, 1964).

To keep this Gap low, School authority takes every possible steps to ensure quality education service .

GAP 3

Gap 3 is from the experience specification to the delivery of the experience - Managers need to audit the customer experience that their organization currently delivers in order to make sure it lives up to the spec. (Cardozo, 1964).

This can happen due to any of the following reasons,

- Deficiencies in Human Resource Policies
- Failure to Match delivery of lesson and knowledge required
- Students not Fulfilling Roles
- Problems with Intermediaries

Sunnydale carries out an extensive survey to check whether their service delivery matches the service specification. They were adamant that no discrepancies in this regard exist.

GAP 4

Gap 4 is the gap between the delivery of the customer experience and what is communicated to customers - All too often organizations exaggerate what will be provided to customers, or discuss the best case rather than the likely case, raising customer expectations and harming customer perceptions (Cardozo, 1964).

Sunnydale generally doesn't pursue any proactive measures to showcase their services. Parents get hold of the whereabouts of Sunnydale through the success in O' levels and A' levels result and its good reputation.

It can be said that parents' expectations have been shaped by word of mouth, their personal needs and their own past experiences.

There is a slight difference between the perception and experience of the customers. Sunnydale is aware of the situation and working to bridge this gap through improving their system and services.

6. Parents' (Consumers') Behavior in Education Service Quality

Behavior that an institution in market must understand is divided into five categories of consumer buying behavior that frame the behavioral pattern of the consumers, here the behavior of the parents.

1. Need recognition- A social need for educating their children in a standard, responsible, cultured, agreeable and secured place; and also to quench the thirst of developing self confidence, self reliance and self esteem in their children.


2. Information search- The mechanism that parents undergo for information search is:

□ **Personal sources:** Parents take suggestion from family, friends, colleagues as a part of information search

□ **Commercial sources:** Sunnydale doesn't go for aggressive promotion or campaigns.

□ **Public source:** Usually most of the parents consider the academic result in O' level and A' level, position in Cambridge of the school. Above all the actually consider the review of other parents about the school.

□ **Experiential source:** Parents themselves might be the medium to extract information through his past experiences arisen from different educational institutions.



3. Evaluation of service alternatives- Through information search parent has a list of school among what they tend to evaluate against one another option .

4. Service purchase and consumption- Then customers chalk out the most competent institute ensuing from his aforementioned behavioral aspects.

5. Post purchase evaluation- After actually experiencing the service provided by Sunnydale, he might be pleased and might not be and may regret for not getting to other school. And such behavior is called cognitive dissonance or conflict.

Motivation Theory and Marketing Strategies

Sunnydale's Service according to Abraham Maslow's "Need Hierarchy Theory":

Maximum number of Sunnydale's consumers (parents) go there just not because they need education rather they want their children to be well mannered , confident and a responsible citizen with dignity and pride.

So according to Maslow's 'Need Hierarchy theory' Sunnydale can be considered as Social needs and sometimes Self Esteem need as some parents feel prestigious having their children studying at Sunnydale.

(Service Marketing, n.d.)



7. How promotion of Sunnydale is done:

The word of mouth communication-

The most vital weapon for promotion of Sunnydale is word of mouth. Most of the people generally get their children admitted here knowing through family, friends or colleagues. The word of mouth regarding the education system is generally positive which reinforces other parents' confidence to pay inevitable time.

Past Experience-

60% of the parents tend to be repeat guardians in Sunnydale. These parents foster their past wholesome experience with the very educational service that leads them to trust Sunnydale.

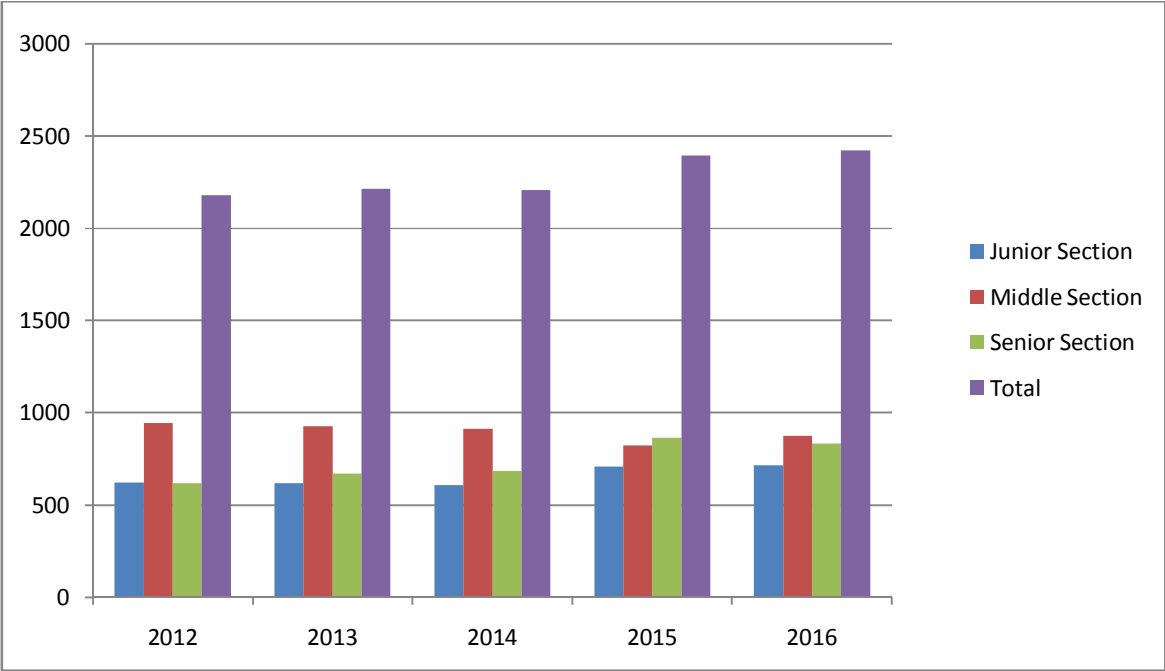


8. Comparisons

The number of students in last 5 years:

In the year 2012 Sunnydale had in total 2177 students. In junior section it had 618, middle section 943 students and in senior section it had 616 students.

In 2013 junior section had 615 students, middle section had 925 and senior section had 670 students. In total 2210 students.



In the year 2014 the number of students got reduced. In junior section it was 607, in middle section it was 914 and in senior section it was 683, in total 2204.

But in the year 2015 it increased with a total number 2393 – junior section 706, middle 822 and senior section 865.

In 2016 it increased more, in total 2419- junior section 713, middle section 874 and senior section 832.

Sunnydale always pays emphasis on competing with itself. It never compromises with its discipline and standard. It's strict approach towards discipline and standard has distinguished it from the other institutions and has succeeded to make its own identity .

Tuition Fees Structure:

Sunnydale's tuition fees are not that low. Its main competitors are Sunbeams, Mastermind, Scholastica and Oxford international school. If compared with the tuition fees structure of these school, they all have more or less same structure . The only difference is the quality educational service they provide.

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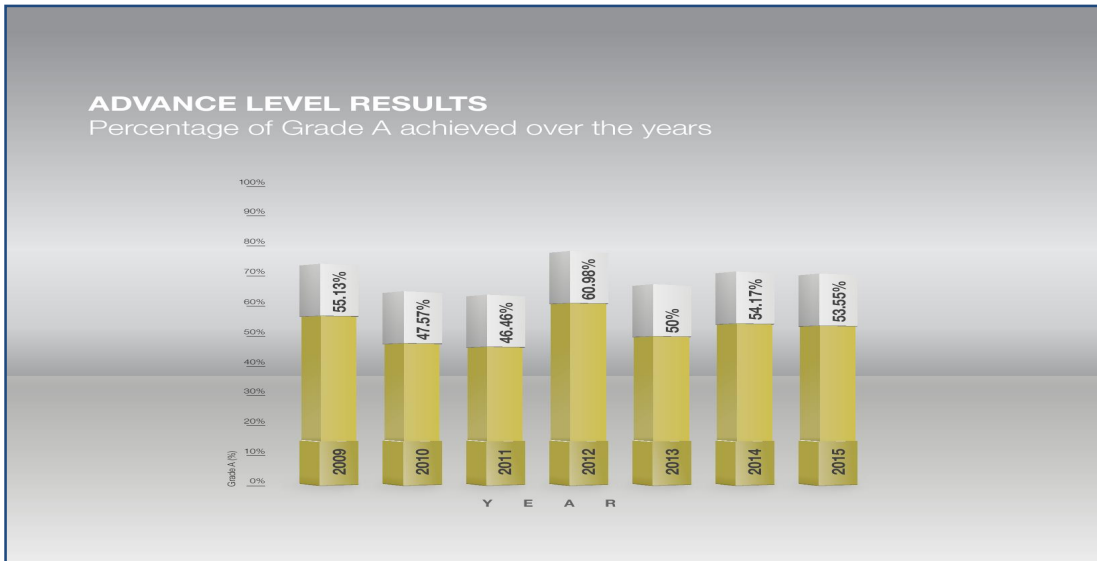
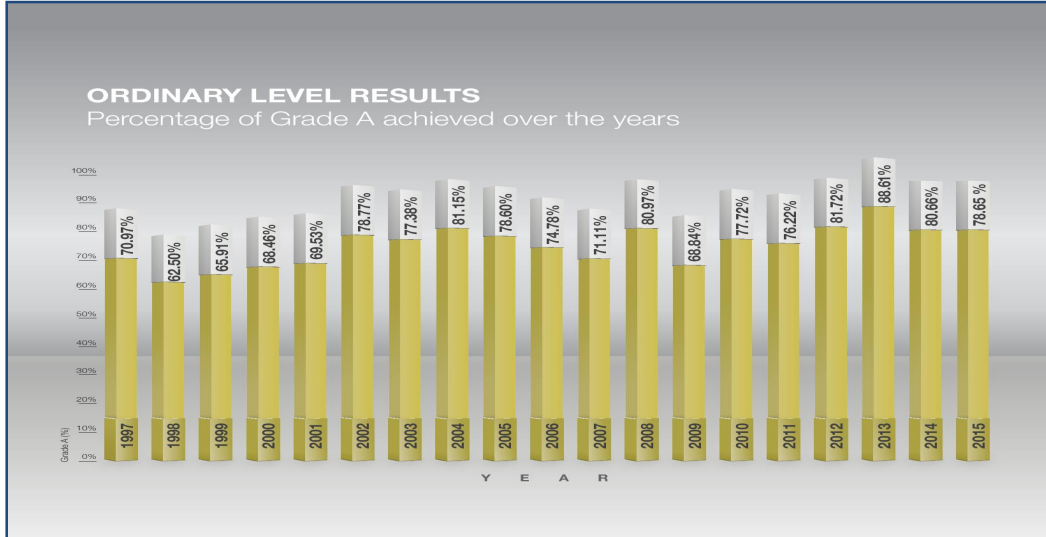
Class	Monthly Fees(TK)	VAT(TK)	TOTAL(TK)
Playgroup to K.G. II	10,500	787.50	11,287.50
Class I & II	10,800	810.00	11,610
Class III & IV	11,000	825.00	11,825
Class V & VI	11,200	840.00	12,040
Class VII & VIII	11,500	862.50	12,362.50
Class IX and X	13,400	1005.00	14,405
Class XI & XII	14,000	1050	15,050

***Total Number of Teachers and Office Personnel in year
2015-16***

There are in total 290 teachers and office stuff in Sunnydale currently. In junior section there are 59 teachers and stuff, in middle section 79 and in senior section 152.

As mentioned before it never compromises with its quality education and service. If needed it recruits more teaching faculty or office personnel

Academic Results of Sunnydale in past ten years:



9. Analysis and Findings:

Sunnydale, being an educational institution always focuses on providing quality education. It claims to be a non-profit organization. It does not take any financial help from any other organization; whatever it earns it invests in school welfare. Sunnydale is establishing its own campus at Boshundhora. To start it also it's not willing to take any bank loan. For which its building process is also very slow.

Today whatever position it is holding, it's only because of its different disciplined educational as well as working environment.

While working there I have found, almost each and every work is executed here in a very efficient way by followings its policy. And if required, policy also gets changed depending on the situation.

Basically it has to pledge with four very important sectors

- a. Dealing with the parents (consumers)
- b. Dealing with the students
- c. Dealing with the teaching faculty
- d. Dealing with the government

- a. Dealing with the parents:

Parents are core marketing strategy for Sunnydale. As any kind of promotional activities are not done separately, the one and only way of its promotion is word of mouth. It tries it's best to keep the parents satisfied by providing quality service not by compromising with it's ideology or policy.

What parents expect from the school, how they want the school to upgrade their children- keeping this in their mind they take their action.

Sometimes for the sake of school's welfare and maintaining the discipline it takes hard step also.

b. Dealing with the students:

Students are the sensitive part to deal with. As they are the product of the school, on their upgrading status , knowledge and behavior school's reputation is depending, school takes every possible step to ensure their quality learning and advancement of their behavioral skills.

In doing so, school authority always keep track with the students to learn about their current status, their need .

c. Dealing with the teaching faculty :

Teachers are very important part of any educational institution. It's them who guarantees quality education to the children. For which Sunnydale always puts in more effort to hire well qualified, skilled teachers. They maintain evaluation procedure and demo class to recruit any teaching faculty.

To upgrade, the teachers are sent to training programs held under CIE.

For taking any major or minor decision, teachers' perception, their thinking is given high privileged.

d. Dealing with the Government:

English medium schools are private sector. Sunnydale always believes in having transparency in all their actions and transactions. As such whenever Government has imposed any rule, it has followed them meticulously.

The recent legal fight that the English medium schools are having with the Government regarding VAT issues, to keep the things lucid Sunnydale has

not been taking VAT with the tuition fees from December. After the court notice, recently they have asked parents to pay the pending VAT amount.

Parents' attitude towards school:

While working I have observed parents attitude towards the school, which could be described by ABC model of attitudes.

According to the model an attitude has three components:

- Affect (the way a consumer feels about an attitude object) Parents have the feel or hope to get best educational benefits from the school for their children.
- Behavior (person's intentions to do something with regard to an attitude object) To comfort the benefits parents idea to cooperate with the school.
- Cognition(Consumers believe to be true about the attitude object) Knowing and believing the need to cooperate with the school, parents are actually working with the school together to brought up their children with values and dignity.

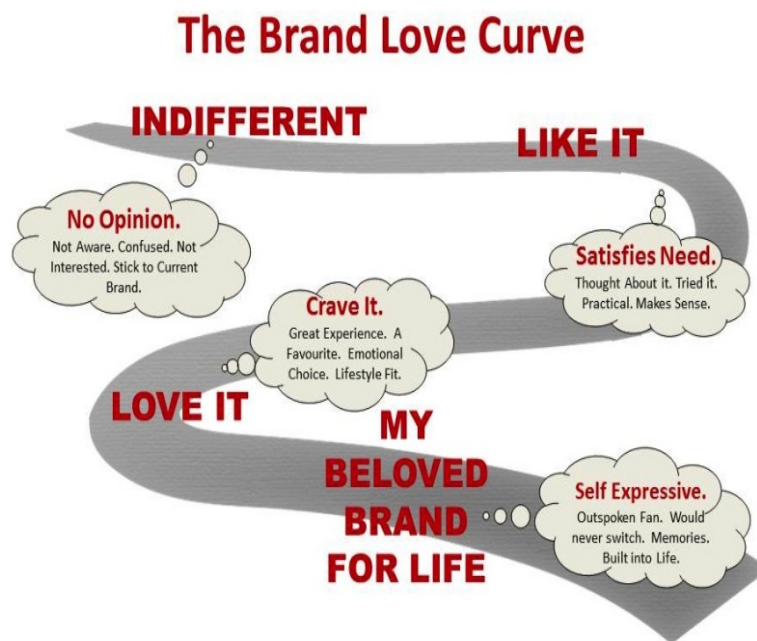
“Sunnydale” in Branding :

Branding is a fundamental part of any business in today's highly competitive world In some cases, the customers' perception or the image they hold regarding the product or service can prove to be more important than the reality of products and services being offered. A brand helps to express and communicate the values, characteristics and attributes of the organization, product, service etc. and encourages people to purchase it (Heaton, n.d.).

Creating a brand is not where an organization wins (Brown, 2013). Being able to utilize the brand as its competitive advantage, being recognized and recalled

without difficulty, sustainability and likeability of the brand are far more important and complicated than its creation and are actually what make or break a brand in the long run. So, in order to build a strong and successful brand, the institution must make considerations of what the public thinks of the brand or comprehend where they stand in the minds of customers. Therefore, with the assistance of the “Brand Love Curve”, I have attempted to understand and evaluate the current state of the brand “Sunnydale”

The Brand Love Curve is a pathway that customers move along, starting with being indifferent to liking it to loving it and then finally accepting it as a beloved brand for life. As each stage progresses the connection gets stronger.





Sunnydale along the Brand Love Curve

Taking Sunnydale into consideration, I have evaluated the company's journey along the Brand Love curve and identify where it currently stands, where it started off and where they plan to move in the future.

Where it was

Stage 1- Indifferent: Sunnydale set its foot into the society in 1985 and since it's

Inception has tried to serve their customers- parents with utmost sincerity and effort. However, for the first 5 to 6 years of its start up their only concentration was on developing the institution itself and had no intention of promoting or creating awareness for the brand. Initially the school was till class V, then gradually till O' levels. Now it is from playgroup to A' levels with a total of 2,419 students.

Where it is

Stage 2 – Like it

Sunnydale is currently in the “Like it” phase. Parents are aware and have a basic idea of the brand but are unable to connect with the brand sometimes because of the lack of knowledge of the policy and discipline of the school. It has got various extra curriculum activities which have succeeded to grab the attention of the parents as well as students.

Where it wish to be

Stage 3 – Love it/Stage 4 – Beloved brand for life

Like every other institution, Sunnydale also aims to reach the final stage where parents see their children as a well educated, well mannered and responsible citizen. These brand loyal parents are assets to the institution and help the organization to achieve a dominant achiever. Previously, Sunnydale hardly put

any emphasis in strengthening the brand image; however, presently it is strongly working on it and wishes to become a beloved brand within 5 – 6 years


Situation Analysis:

Strength	Weakness
1. Well structured management system 2. Well Disciplined environment 3. Well educated and skilled teaching Faculty 4. Extra curriculum activities and games	1. Infrastructure 2. Poor branding /promotional activities 3. Location 4. Not up to the mark Lab facilities
Opportunity	Threats
1. High acknowledgement through more outdoor as well as indoor games 2. More training programs for the teachers 3. Participation in different types of Olympiad	1. Lack of knowledge 2. Teachers turnover 3. Imposed VAT amount 4. Political unrest situation

10. Conclusion & Recommendations:

After working with Sunnydale I have been succeeded to learn a lot from the institution in terms of management.

Sunnydale has always highlighted its excellent mileage, in all its communications, and this is something it needs to keep capitalizing on, as it moves forward to establish itself. In addition to increasing its traditional educational services and communication activities, Sunnydale must also



strengthen its marketing strategies in terms of profit and leverage this network to increase both brand awareness and service. This report has explored Sunnydale's management from various angles and analyzed the strategies the institution is planning on taking to expand its wings. Based on this exploration, a series of recommendations have been devised, that might be fruitful for Sunnydale's future strategy and direction.

1. Is high time for Sunnydale to have its own well equipped campus. In order to accommodate the increasing number of students and providing them high quality education it has to consider about improving its infrastructure.
2. Lab facilities are also required to make more rich
3. Teachers are also needed to be more trained under CIE curriculum
4. More extra curriculum could be introduced in order to grab the attention of the students as well as parents.
5. To promote Sunnydale , other than “word of mouth” , some other promotional activities could be done like social service
6. Though Sunnydale is much synchronized, it doesn't have any separate HR department. To run any kind of institution HR department is very much needed.
7. Teachers' facilities need to be more increased in order to hold their turnover.
8. It needs to modernize its teaching system like multimedia facilities

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Appendix

