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**Perception on Competitive Priorities and Competitive
Advantage
Among Managers of Real Estate Companies in Dubai**

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Abstract

As organizations confront changes in their business environment, one of the big challenges confronting them is the ability to develop competitive advantage. The need to develop competitive advantage is not only limited to manufacturing firms but others as well as including firms which are involved in real estate activities .This study is an attempt to examine the perception of managers in real estate firms in Dubai with regards to competitive priorities and competitive advantage in their respective firms. More precisely, the study investigates the relationship between competitive priorities and competitive advantage in Dubai real estate firms. A total 30 managers from six real estate firms in Dubai were selected to participate in the study. The six firms were identified from a list of 66 companies registered with the Dubai Financial Market. In this study, data obtained through structured questionnaire which mailed to the respondents .Statistical analysis namely descriptive analysis and correlation analysis were performed on the data obtained from the respondents .The results of the analysis suggests that competitive priorities namely the focus on cost, delivery , and quality are related to to the formation of competitive advantage .The results also indicate that the firms tend to have greater focus on cost and delivery in developing their competitive advantage. At the general level the finding of the study indicate that the real estate firms in Dubai tend to focus on building their competitive advantage by focusing on cost and delivery.

Keywords: competitive priorities; competitive advantage, quality, flexibility, real estate.

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Table of Contents

Abstract.....	I
Acknowledgment	II
Table of Contents.....	III
List of Tables.....	VI
List of Figures.....	VII
CHAPTER ONE: INTRODUCTION	1
1.0 Introduction	1
1.1 Problem Statement.....	1
1.2 Research Questions	3
1.3 Research Objectives	4
1.4 Significance of the Study.....	4
1.5 Scope and Limitations of the Study.....	4
1.6 Study Structure.....	5
1.7 Definition of Terms	5
CHAPTERTWO: LITERATURE REVIEW	6
2.0 Introduction	6
2.1 Competitive advantage.....	6
2.2 Competency to achieve Competitive advantage	11
2.3 Competitive priorities.....	12
2.3.1 Flexibility	14
2.3.2 Quality.....	17
2.3.3 Cost.....	19
2.3.4 Delivery.....	20

2.4 Model of Competitive advantage.....	20
2.4.1 Conner (2003).....	21
2.4.2 Kim an Oh (2004).....	22
2.4.3 Ma (2004).....	23
2.5 Summary.....	24
CHAPTER THREE: RESEARCH METHODOLOGY	26
3.0 Introduction.....	26
3.1 Research Framework.....	26
3.2 Development of Hypothesis.....	28
3.3 Sample of the Study.....	29
3.4 Data Collection.....	29
3.5 Survey Instrument	29
3.6 Method of Analysis.....	31
3.7 Reliability.....	32
3.8 Conclusions.....	32
CHAPTER FOUR: FINDINGS.....	33
4.0 Introduction.....	33
4.1 Background of the company.....	33
4.2 The respondent profile.....	35
4.2.1 Type of Job.....	35
4.2.2 Number of Years in Real Estate Industry	36
4.3 Competitive Priorities.....	36

4.4 Competitive Advantage.....	39
4.5 The Relationship between Competitive Priorities and Competitive Advantage.....	40
4.6 Conclusion.....	43
CHAPTER FIVE: DISCUSSION AND CONCLUSION.....	44
5.0 Introduction	44
5.1 Discussion.....	45
5.1.1 Quality.....	45
5.1.2 Cost.....	45
5.1.3 Delivery.....	45
5.1.4 Flexibility.....	46
5.1.5 The Competitive Advantage.....	46
5.1.6 Relationship between Competitive Priorities and Competitive Advantage	46
5.1.6.1 Relationship between Quality and Competitive Advantage.....	47
5.1.6.2 Relationship between Cost and Competitive Advantage.....	47
5.1.6.3 Relationship between Delivery and Competitive Advantage.....	47
5.1.6.1 Relationship between Flexibility and Competitive Advantage.	47
5.2 Implication of the study	48
5.3 Limitation and Further directions for future Research	49
5.4 Conclusion.....	50
References	51
Appendices	60
Appendix (A): Research Questionnaire.....	A
Appendix (B): Correlations between Quality and Competitive Advantage	E

Appendix (C): Correlations between Cost and competitive advantage	F
Appendix (D): Correlations between Delivery and competitive advantage	G
Appendix (E): Correlations between Flexibility and competitive advantage	H

List of Tables

Table 2.1: Definitions of quality are presented.....	18
Table 3.1: Values of Cronbach’s alpha of the research constructs.....	32
Table 4.1: The background of the company profile.....	33
Table 4.2: Estimation total assets and total sales for the firm.....	35
Table 4.3: Type of Job.....	35
Table 4.4: Number of Years in Real Estate Industry.....	36
Table 4.5: The mean, minimum and maximum and scale for Quality.....	36
Table 4.6: The mean, minimum and maximum and scale for Cost	37
Table 4.7: The mean, minimum and maximum and scale for Delivery.....	37
Table 4.8: The mean, minimum and maximum and scale for Flexibility.	38
Table 4.9: Summary of Average Mean Score for competitive priorities.....	39
Table 4.10: Descriptive Statistics for competitive advantage Variable.....	39
Table4.11:Correlation between Quality and competitive advantage.....	40
Table4.12:Correlation between Cost and competitive advantage.....	41
Table4.13:Correlation between Delivery and competitive advantage	41
Table4.14:Correlation between Flexibility and competitive advantage	42

List of Figures

Figure 1: Properties of competitive advantage	21
Figure 2: Global competitive advantage	24

Figure 3: The research model28

CHAPTER ONE

1.0 Introduction

As organizations are forced to respond effectively and efficiently to changing business environment, the big challenge that may face them is gaining and developing the competitive advantage. Competitive advantage is the extent to which an organization is able to create a defensible position over its competitors (Tracey et al., 1999). In the same vein, Ma (1999, p. 259) defines the competitive advantage as the asymmetry or differential in any firm attribute or factor that allows one firm to better serve the customers than others and hence create better customer value and achieve superior performance.

This study presents an investigation in the area of strategic management .This study attempts to investigate the competitive priorities that would enhance the competitive advantage among firms. This study examines the competitive priorities and competitive advantage among real estate firms that operate in Dubai.

1.1 Problem Statement

Competitive advantage is still a controversial concept as it is discussed in the literature using different variables, measures, and scales. However, this differences comes from different perspectives of what creates the competitive advantage and its components. In addition, researchers have had different ideas as to what competences are required for creating the competitive advantage. In this context, Conner (2003)

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