

*COMPETITIVE INTELLIGENCE* DALAM PENGAMBILAN KEPUTUSAN  
DI SMP KANISIUS JAKARTA

TESIS

Diajukan untuk memenuhi sebagian syarat untuk memperoleh gelar  
Magister Administrasi Pendidikan



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**PROGRAM STUDI ADMINISTRASI PENDIDIKAN  
SEKOLAH PASCA SARJANA  
UNIVERSITAS PENDIDIKAN INDONESIA  
2019**

# **COMPETITIVE INTELLIGENCE DALAM PENGAMBILAN KEPUTUSAN DI SMP KANISIUS JAKARTA**

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Agustus 2019

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## Abstrak

Lembaga pendidikan menghadapi lingkungan yang luar biasa kompleks karena perubahan yang begitu cepat dalam konteks revolusi industri ke empat. Pembuat keputusan harus membuat keputusan yang dikelilingi oleh risiko dan ketidakpastian, dilain pihak dituntut untuk dapat mengambil keputusan yang memiliki keunggulan kompetitif dan berkelanjutan dengan proses pengambilan keputusan yang benar.

Copetitive Intelligence (CI) adalah proses sistematis yang menawarkan solusi dalam pengelolaan data dan informasi yang dapat mendukung pengambilan keputusan. Dalam pelaksanaan proses CI membutuhkan tiga komponen yang saling mendukung, yakni manusia, teknologi dan proses. Proses CI yang baik diharapkan dapat menghasilkan *intelligence* yang sangat membantu dalam pengambilan keputusan. Proses CI berfokus pada menemukan peluang dan tujuan baru yang dapat memberikan keunggulan kompetitif dalam jangka panjang dan berkelanjutan.

Tesis ini mengikuti pendekatan eksplorasi kualitatif studi kasus untuk mempelajari bagaimana proses CI dijalankan dalam lembaga pendidikan menengah. Temuan dalam penelitian ini menunjukkan bahwa proses CI yang baik sangat membantu dalam pengambilan keputusan yang akan membawa dampak pada keunggulan kompetitif lembaga yang berkelanjutan. Akhirnya, tesis ini menyarankan arahan untuk penelitian masa depan dan implikasi untuk praktik manajemen lembaga pendidikan yang kompetitif dan berkelanjutan.

## **Abstract**

Educational institutions face extraordinary and complex environments because of the rapid changes in the context of the fourth industrial revolution. Decision makers must make decisions that are surrounded by risks and uncertainties, on the other hand are required to be able to make decisions that have a competitive advantage and sustainable with the right decision-making process.

Competitive Intelligence (CI) is a systematic process that offers solutions in managing data and information that can support decision making. In implementing the CI process, three components are mutually supportive, namely human, technology and process. A good CI process is expected to produce intelligence that is very helpful in decision making. The CI process focuses on finding new opportunities and goals that can provide a competitive advantage in the long term and sustainably.

This thesis follows a qualitative exploratory approach to case studies to study how CI processes are carried out in secondary education institutions. The findings in this study indicate that a good CI process is very helpful in making decisions that will have an impact on the institution's sustainable competitive advantage. Finally, this thesis suggests directives for future research and implications for management practices of competitive and sustainable education institutions.

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