

# Substantive Modeling for Stratagems of Higher Education Competitiveness

Saima Hussain<sup>1</sup>  
Dr. Manzoor Ali Isran<sup>2</sup>

## ABSTRACT

*Strategic Management is a tool to develop a sustainable roadmap for any organization in competitive environment. Currently Pakistan's Higher Education standards are declining and the sector is unable to compete even at Asia level. This study aims to substantiate a model for strategic management in higher education system of Pakistan, provide an insight to the external and internal forces affecting the industry and develop the strategies that can counter those forces opposing the long term sustenance and competitive edge. To understand the problems Higher Education industry is facing, Grounded theory methodology is used; data is collected through adopted interview protocol from the educationists, serving for 10 years in Higher Education and either PhD or at managerial position at any public or private institution. The analysis and synthesis of the data shows that HEC policies, governance, political will, service culture, faculty hiring system and job market affects the standards of education followed by the faculty and students slack performance. Improvement is possible at any stage by deploying nonlinear, resource based, process based or adaptive strategies with the consolidation of meritocracy in leadership positions of the university.*

**Keywords:** : Strategic Management, Higher Education, Sustainable competitive advantage

## INTRODUCTION

Higher Education sector is expanding and globalization is increasing the demand of new and varied disciplines as Lindong (2007) postulates that higher education is facing a paradigm shift in its ideology due to corporate world pressure and hence striving to be more responsive towards industrial and economic requirements by developing linkages with the corporate realm and developing a skilled labor for industrial development. The knowledge-based economy is developing, it is bloating the demand of higher education and further requires the advancements of technologies and emergence of new education. This has increased cost for education providers due to innovative learning methodologies and demands of the discipline; the industrial scale increase in number of institution has resulted in intense competition in the market. The universities compete for the occupancy rate of students, faculty, researchers and innovation (Aydin, 2013). Today, students are aware of each institution and their strengths due to easy accessibility to international and local information. The survival in this competing environment is solely based on the strategy of service differentiation and creation of competitive edge that can help institution to sustain for long run in the market (Brown & Mazzarol, 2009; Hemsley-Brown & Oplatka, 2006).

Higher education is a service industry that is very critical not only because it is education-providing institution but also because it has its implicit roots in developing the economy and skilled labor (Khalifa, 2009). These institutions can be the best place for initiating technological changes by incubating and commercializing innovative solution and technology. The

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1 - Assistant Professor, SZABIST Karachi. Email: saima.hussain@szabist.edu.pk  
2 - Professor, SZABIST Karachi.

sector has a potential to develop well-educated workforce that can participate in regional and state economic development (Khalifa, 2010), to create value for their existing citizens so they do not prefer international universities instead of the local institutions and to attract international students that is around 2 million worldwide studying in various institution around the globe. Butt (2010) recommends that providing quality education, expertise of faculty, infrastructural facility, student satisfaction may influence the students preference to enroll, these attributes act as service quality dimensions, in addition Butt (2010) suggests that government and institutions should be attentive towards development of students by providing learning opportunities; and raising standards of faculty, infrastructure, technology, education and facilities to meet contemporary requirement of the corporate market. Whereas Porter (2011) argues that developing the attributes would not create competitiveness for the organization it has to formulate strategy and develop a strategic positioning for long term existence in the global environment. He further posits that an awareness of the five forces i.e. threats of new entrants, threats of substitute, rivalry, bargaining power of supplier and customer can provide understanding of the industry structure and further help in staking out a position that is more advantageous and less vulnerable from rivals attack. As Pringle and Huisman (2011) cites Duczmal (2006) that lack of competitiveness may lead to a loss of prestige, reputation and market share. Therefore, it is essential for higher education institutions to restructure for market needs, incorporate strategies for students' enrollments, deploy sustainable solution for generating revenues, muster income for future advancements and compete with other higher education institutions for global competitiveness.

As stated by Lindong (2007) overall competitiveness can only be attained if the nation's human resources are sufficiently knowledgeable, qualified and skilled with highly pertinent proficiencies in key areas like science, cutting edge technology and communication. Mazzarol and Soutar (2008) enlightens that the success factor for institutions is formulation of effective coherent strategies to address the dynamics of the markets that requires careful planning it also needs to address an edge over the competitors and to position themselves purposefully for sustenance in education industry (Porter, 2011). Mazzarol and Soutar (2008) indicate that large number of universities operate with generic strategies or adopt low cost strategy rather than focusing on developing a strategic framework for long term success. Whereby, Ahmed (2008) stipulates that in order to develop the university efficiency, there is a need to scrutinize each strategy and activity as a whole. Universities are multifaceted organizations because it is dependent on the internal and as well as external environment to succeed. According to Usman (2014) universities are pioneering when it comes to fragmentary and incremental transformation, but intensely traditional when it comes to truly implementing systemic and strategic change across the whole organization. For reformation of academia governance, incremental and strategic changes both are essential and critical.

### **State of Pakistan's Higher Education and its dilemmas**

Pakistan's higher education has achieved many milestones in last ten years mainly because of the establishment of Higher Education Commission in 2002 and its effective planning and development strategies and strict policy deployments, accreditation bodies are formed to standardize the curriculum and structure of the universities, setup of new institutions offering courses in varied disciplines, establishment of digital library, financial supports are given to the students as well as faculty to pursue international education and incentives are offered to

collaborate with local and international institutions for quality education. No doubt these are positive steps but not yet enough to put Pakistani universities in the league of top 500 hundred universities (Ali, Tariq, & Topping, 2013). Hoodbhoy (2009) mentions that Pakistan currently has more than 50 universities and none of them is providing education, which is demanded at this stage. In comparison with India and Iran; Pakistan lacks the quality, resources and the teaching. The teaching methodologies are old and obsolete according to global standards and examinations are the mere tests of memories rather than conceptual understanding. Therefore, this raises an alarm for Pakistan's Higher Education, if it opts to compete in global scenario increasing enrolments and offering diverse range of program will not help in strategic terms, it needs to adopt a marketing orientation strategy to develop uniqueness, differentiation or focus to compete within as well as globally; there is further need to analyze their available resources and capabilities to improve consequently developing a sustainable competitive advantage in this sector that can help in stabilizing the economy, reducing corruption and increasing literacy rate that is still too low as compared to neighboring countries (Halai, 2013).

The demand of higher education is increasing due to the bulge of 68% youth population more-over students, parents and society are now realizing need of higher education, which has already been felt in developed countries (Halai, 2013). According to HEC Pakistan the enrolments have gone above 300,000 candidates and almost 45% are studying in private institutions. Remaining students who are in public sector facing a plummeting standard of education; the dilemmas are like poor education standards, infrastructural issues, resources issues, political interferences etc. therefore, there is a need to identify how this education system can develop a competitive advantage in this volatile environment (Hoodbhoy, 2009). As stated by Usman (2014), there are major gaps in the governance, policies, quality of faculty, academic programs, infrastructural facilities, students excellence, research facilities, libraries and technology infrastructure therefore the higher education of Pakistan is not at parity with international standards leaving a shortage of competent graduates who can rebuild and strategize higher education. Therefore, higher education institution in Pakistan needs strategic and organizational reformation with good governance of universities both in public and private sector.

### **Problem Statement**

The standard of Pakistan Higher Education system is declining Usman (2014); it requires strategies to utilize internal resources and to survive in competitive environment. A critical need is to examine factors that can establish and maintain competitive advantage for any institution in local and global scenario. Substantive framework is proposed by this research to guide Pakistan's Higher Education System in establishing and maintaining long term sustainable competitive advantage. The research aims to signify a substantive models for strategic management by underpinning Porter's five force model and resource based views for sustainable competitive advantage of higher education in Pakistan.

### **Research Questions**

1. What are the current resources, capabilities and core competencies of Pakistan's Universities?
2. How strategic management process can facilitate Pakistan's Higher Education System?
3. What Strategies and Resources are required to develop sustainable competitive advantage in global/local scenario?

## **LITERATURE REVIEW**

### **Porter Model in Higher Education**

Huang and Lee (2012) reinforces the Porter's model in higher education sector and explains that this industry has changed its dimensions and from nonprofit to multi-product institution furthermore higher education is exposed to competition at local as well as global level; therefore industry analysis may assist institutions to understand the dynamics, structure and competition within the industry (Pringle & Huisman, 2011).

Pringle and Huisman (2011) applies the model to higher education and envelopes that it helps the higher education to develop strategic planning templates for this service industry. The framework for higher education is adopted from Lindong (2007) discusses the forces in higher education such as threat of new entrants is classified by new institutions, international institutions or new program developments by the existing institutions; threat of substitute is specified by online education and distance learning programs; power of consumers are parents and student who are services buyers of higher education therefore demands a certain level of quality and branding of the institution; power of suppliers are incorporated through teaching and support staff, in case of fewer teachers in the market per student it shifts power to human capital than the organization.

### **Resource Based View in Higher Education**

Market for higher education is growing steadily and the magnitudes of cooperation is converting to competition in all over industry, universities compete for students and funds from external sources by developing internal resources and effectively getting operational procedure to utilize those resources (Lynch & Baines, 2004). In case of higher education teaching methodologies, teaching resources and teaching expertise is an important area for distinctive competency. However, the author argues that resources that might create much difference and are not easily imitable by the competitors in this industry are:

- Reputation: brand image and perception of the university mainly in corporate world
- Architecture: alliances network of relationships and social structure
- Innovative Capabilities: innovative tools to develop learning environment
- Teaching methodologies: teaching, learning, assessment, theoretical and conceptual foundation.
- Knowledge based systems: documentation of tacit and explicit knowledge, researches, trainings and professional developments.

### **Higher Education's Competitive Edge**

Competitive advantage in higher education can be developed through various tangible and intangible resources, these resources can then act as a core competency resulting in competitive edge for the organization. Prolific literature has discussed that distinctive competencies can provide competitive advantage to higher education institutions within local as well international market.

- Brand Identity: the attributes of institution as a brand such as name, symbol, image, reputation and quality of service; this attribute has significant importance for every service organization because the perceived risk in services is higher due to its intangible nature, therefore

well-established brand identity helps reducing perceived risk in consumers. Furthermore, it has been identified by the managers that quality, reputation and brand name is a significant factor for competitive advantage (Huang & Lee, 2012).

- Coalitions: Coalition formation has been discussed as the most effective strategy to enter the global competition, hence redefining the dimensions of education value chain services. The strategic alliances with the international education institutions give access to untapped market, establish economies of scale and reduce risk for educational institutions (Lindong, 2007; Lynch & Baines, 2004).
- Organizational Experience and Expertise: The expertise and experience of institution has been identified as a major source of competitive advantage because it gives strong ground to prospect students during the final selection of institution. Moreover, well managed human resource department negatively affect turnover of expert faculty and skilled staff thereby giving an edge to the institution in long run (Aydin, 2013).
- Culture: As outlined by Huang and Lee (2012) organizational culture that inducts innovation as a core value creates a sustainable competitive advantage for educational institution. Values, belief, norm, language, ritual, control system and organizational structure cultivates a competency that cannot be easily imitated by the competitors, furthermore the culture's ability linked with innovative methodologies and strategies develop superior financial performance of institutions.
- Innovation: An organization engaged in innovation which is incremental, synthetic or disruptive, reshapes rivalry within the industry. When higher education institutions deploy innovative ideas in form of process or product such as innovation in offered programs, curriculum, methodologies and infrastructure generates competitive advantage. In this case senior management has to be supportive towards subordinates and promotes autonomy within the culture (Lindong, 2007).
- Information Technology: with the growth of technology in global scenario it has become a critical competitive advantage for educational institutions as internet allows the services for global consumers. Effectively implemented and update technology impacts significantly on cost, differentiation, information management and value chain of institutions (Lynch & Baines, 2004).
- Infrastructure and Location: Aydin (2013) has signifies that location of the institution can also serve as competitive advantage because it can affect bargaining power of customers/ students and parents as they are more convinced to get admission in institutions that are closer to their house thereby, increasing the number of student body and profits. Furthermore, value addition can be done by infrastructure of the institutions such as campus capacity, conference facility, research facility and ambience.
- Ranking: higher education ranking systems also give a competitive edge to the institutions; however sustenance of competitive advantage is dependent upon maintenance of that position. For instance Harvard University has been consistently ranked on second position

for past three years in world's top 100 and 500 universities (Bornmann, Wohlrabe, & de Moya Anegon, 2017). The criteria for ranking are quantified through the academic reputation, employer reputation, faculty to student ratio, citations per faculty, international student and faculty ratio.

### **RESEARCH METHODOLOGY**

The Interpretive philosophy is considered to understand perspective of educationists regarding academia and what competitive edge it can develop in order to sustain for long term (Leitch, Hill, & Harrison, 2009). This philosophy allows the reality to build through social meanings, gives insight about the theories that are used by people in everyday life and creates a knowledge that helps us share empathetically others' life experiences and perceptions. Qualitative research is preeminent due to the flexibility of acquiring participant's experience and gauging the richness of entrenched information (Maxwell, 2012). Since, the research aims to identify determinants of five-forces and their counter strategies through educationist perspectives therefore to gauge insights this study is conducted through grounded theory design (Glaser & Strauss, 2009). The research is inductive in nature as it is identifying plausible realities between the influential determinants of Five-force model and creation of sustainable competitive advantage. Results are non-generalizable as it is specific to Pakistan's higher education context. Data was collected from participants who have completed their PhD from local or international university and has experience of at least 10 years in higher education sector of Pakistan. The PhDs were selected through snowball sampling, and sampling stopped at 12 participants using constant comparison method to identify saturation (Saunders, Saunders, Lewis, & Thornhill, 2011) of codes within the data. Grounded theory methodology has defined steps for the analysis of the data. As soon as the interview is conducted, it is transcribed verbatim; the data was then analyzed through open, axial and selective coding along with memo writing and constant comparative analysis. Once the data is saturated interview process halts leading to theory generation process (Charmaz, 2011). Trustworthiness is ensured through fit, understanding, generality and control of axial codes.

### **EMERGING THEORY**

Education plays an important role in building nations and this can only be achieved when there is a synergy in formulating the right strategy at the right time. To prosper in higher education sector, the most important element is commitment, leadership acumen and positive focus. This study is one of its kinds where the researcher tried to gauge some valuable insights, factors that can create a sustainable competitive advantage (an edge) to lead the higher education sector as per desired standards. The in-depth interviews unfold many important reviews that are deemed necessary in order to build an effective Higher Education Standards that serves as a focal point towards entire higher education system of Pakistan.

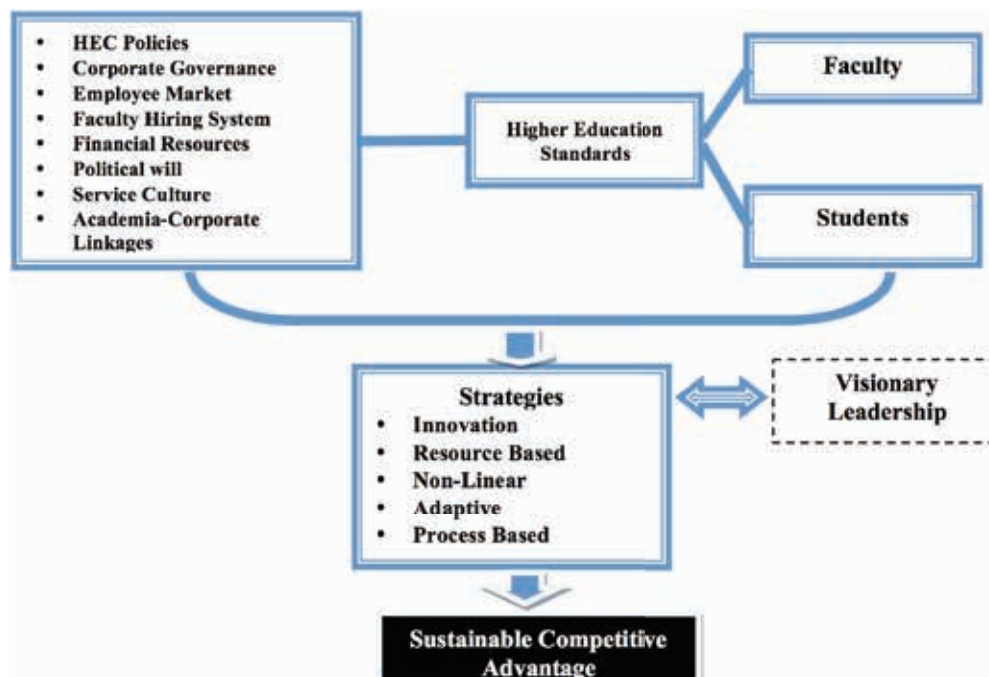
The model in Figure 4.1 is developed with the support of Porter's five force theory, resource based view and strategy formulation process. This substantive model explains the factors that builds standard of Higher education and further their effects on stakeholders that currently are students and faculty themselves, the model also incorporates that improvement in complete process can be at any stage through different stated strategies however, it requires a visionary leadership, to develop a sustainable competitive advantage.

The most influential factor in Higher education system is Higher Education Commission (HEC) Pakistan, this governing body directs, dictates and ranks current higher education



institution and also ensures effective deployment of policies through accreditations and visits. HEC further explains programs to be offered, curriculum to be taught and credit hours to be

*Figure 4.1* Strategic Management in Higher Education



completed by the students; as well as clear guideline for faculty hiring and promotion procedure. HEC has been quite effective in developing standards but mostly interviewees are of the opinion that HEC policies need to understand the requirements of higher education stakeholders the faculty and students. Policies need to be practical and pro-faculty to support human resources that are willing to teach dedicatedly, to create reflective and responsible students for society and to undertake self-development measures for the improvement of overall education standards. Faculty has been given many criteria for promotion and even the standard has now been raise to PhD for ranking system, almost all of the interviewees suggests that being a good PhD doesn't mean that he/she is a sincere teacher also therefore a measurement tool should be incorporated to assess the teaching abilities of the candidates rather than just forcing the faculty to produce and publish research papers. Moreover less understanding of research and writing tactics leads to very few publications in Thomson Reuters Indexed journals creating a depression among faculty as English is not first language therefore Professors in Pakistan face a dilemma in publications against international writers resulting in unethical research practices. Conversely, HEC policies have supported students for their education standards and verification processes has enabled the true education system in Pakistan. In case of Public universities HEC is a funding and directing body which is operating under the syndicate two tier structure, the first tier has HEC as a funding body and second tier is the administrative body of people from government, these people are senators who mostly have no idea about what higher education system is and the role it plays in stabilizing economy of our country.

The second influencing factor is governance it acts as an instrument to strengthen their university's image and reputation in the sector. The corporate governance is through the power, language, process, norms and values of the institution, if the institutional culture supports innovative ideas of knowledge creation then only it is able to break through and over shadow the competition. The governance must build sustainable relationship among its various stakeholders to achieve the goals of the higher education and develop effective output in form of students to the society (Ahmed, 2008). Prolific literature depicts that high powers of deans and Head of departments restricts academic freedom and results in pitiable working environment with deficient resources consequently staff and faculty becomes demotivated. The governance has to be effective in both public and private sector by using more of a managerial view rather than bureaucratic approach.

The employee market is a dual player in this sector it not only affects standards but also acts as an external customer for the entire system; this customer gives jobs to the university graduates, who in return create brand image and identity for the institution. There are two strands unfolded by the interviewees about this factor. Firstly practice followed in various universities that they offer programs according to the employee market needs, develop a perfect strategy so that employee markets can get maximum input from university and develop university linkages to design the specialized electives; this approach is termed as market driven approach. The second approach is where the employee market becomes university driven; the universities may develop a strong liaison with the corporate sector and proposes new programs that can bring efficiency to their company the idea here is to develop niche programs for specific kind of company; this will create a confidence in employers towards higher education and will lead towards synergy among the suppliers and customers (Lindong, 2007).

The internal hiring system of management positions, faculty and staff need to have transparency rather than referrals or relationships. This hiring has to ensure that person has a capability, skill, experience and education to perform his designated job. Bennis and O'Toole (2005) reinforces that the hiring of the people is very sensitive to the success of the institution as they are the key stakeholders for prosperity and sustainable growth of the institution. The management job's is to hire good people for right position because researches and practice has indicated that good character and well trained staff will give excellent services to the customer giving a strong business and reputation to the organization, this is applicable to Higher Education as well, if the management, faculty, staff are hired on merit and are well trained; working in coordination and happy with the policies they will create a valuable students for the market as well as responsible citizens for the society (Kenny, 2014). Max Webber also supported the idea that management should have impersonal relationship with the employee incorporating right approach when hiring the faculty and staff because they are the ones who creates the differential advantage along with other aspects (Kalberg, 2008).

Financial capacity also plays an important role in building and sustaining any strategy. From the Higher education point of view, there is a need to ensure the financial support to various universities to setup the state of the art research centres that allows researchers to connect with various international research projects and other foreign collaborations. Institutions are not ready to invest in building up state of the art facilities for research and learning environment. Political will is identified as one of the major factor several decisions of collaboration with international universities were taken but due to law and order situation in our country the



education environment is not flourishing, this also creates an undesirable situation for upper management to implement any right kind of strategy. The political stability can improve overall system for public and private sector as stated by one of the interviewee that education is not given any priority in Pakistan that is why we are unable to increase our literacy rate however other countries have been successfully working on developing ministries of education and they have separated the influence of politics with education. The private institutions are surviving due to autonomy but still their system of education get effected whereby public sector universities are totally jeopardize due to political instability and interference in governance and hiring system (Usman, 2014).

Industry Corporate linkages found to be another imperative and relevant factor for sustained growth of educational institutions, interviewees discusses that there is a huge gap in the theoretical and practical knowledge. Therefore there is a need to analyse what attributes and knowledge is required by the companies for their human resource then update the curriculum and offer courses that can bridge the gap. International universities do suggests that faculty opt for internships in corporate and work in their domain areas the term used for faculty internship is “externship” that can give greater returns and strong brand identity to the educational institutions (Brower & Steward, 2015 ).

Lastly, there is a need to develop a service culture and without this, any service oriented body cannot flourish in this area. Ron Kaufman, the leading consultant who has a vision to provide service culture discussed once that the only reliable way for a company to achieve and maintain a competitive edge is to build a culture that empowers every employee to surprise and delight customers and colleagues every day with truly uplifting service (Kaufman, 2012) this ensures that, without a healthy service culture, organizations can not progress because its gives a foundation and stepping stone to create differentiation advantage.

In light of the stated discussion, we can say that, proper synergy in the stated elements creates high standards for Higher education as a governing body, losing one string may leads towards destruction of faculty and students. If university standards are not up to mark then it clearly means that, faculty will be under pressure and may not participate with zeal and enthusiasm and this may leads towards less productive students and compromised university standards. Now having demotivated faculty and less trained/nurture students will leads towards the disturbance in the overall desired outcome and thus creates a huge potential gap in the job industry.

Strategic Management Process in universities plays an important role in strategy formulation and in this case resource based strategy can be used such as faculty development, state of the art and purpose built campus, library support and scholarship programs are the key ingredients in resource development because, these components are directing towards the right resources needed for sustainable competitive advantage in higher education. Moreover, innovation is important for any organization and from the strategic point of view, pool of think tank resource group; ideal research scenario and creative courses can leads towards innovation. Innovation can also be implemented through experiential teaching methodologies, role playing, simulations, technology based learning and case study methodologies. To implement strategic management process, nonlinear and process based strategy is the ideal for positive outcomes.

Culture building is also another important element and can be well implemented if information and resource sharing is adaptive across the board with the help of adaptive strategy. Furthermore, brand identity and reputation strategy is also integral to growth in the higher education sector and for that, creating right skill set of students, corporate connections, alumni network development and innovative teaching methodologies are the ideal aspects which can be achieved through the implementation of adaptive strategy. Also, experience and expertise based strategy with an objective of specialized resource center can be achieved through resource based strategy (Sutić & Jurčević, 2012).

### **Visionary Leadership**

Leadership is important for an organization but leader with a vision takes organizations out from the crowd. Knowing the cut throat competition in the higher education sector of Pakistan, visionary leadership is deemed necessary to achieve the strategic objectives. This type of leadership is important because it will nurture students' performance by giving them the right and effective knowledge, personal and professional grooming and an opportunity to prove themselves. This can only be achieved from a leader who has a long term vision. Also, faculty effectiveness and meaningful performance is also dependent upon the top down vision because, it creates an opportunity for a faculty to prove their worth, positive contribution with zeal to progress in this field. Additionally, right vision from the leader increases institutes; performance because it's the leader's long term and positive vision, which builds the institutions that, covers the gap between the best and the better choices for both the internal and external stakeholders (Antony, 2015).

Overall the stated model is a complete learning framework for higher education sector whether policies are being implemented or not, strategies discussed above can provide the remedy to stand out from the clutter and an opportunity to compete in the international market. Also, this model can help the policy makers to understand and implement their policies in an effective manner. The above model is providing a holistic view from highlighting the important aspect leading towards the key standards, its effect on faculty and students and how visionary leadership can use the mix strategies to counter the overall issues related to higher education and thus leading towards a competitive advantage. Thus, it is a guiding tool for higher education commission and governing bodies (universities) to sustain in the long term and develop a sustainable competitive advantage. To implement the above, what needed is, a leader who has a vision to excel and can contribute towards the betterment of higher education system.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The research has substantiated model through Porter's five-forces such as market entry barrier, threats of substitute, bargaining power of the supplier, bargaining power of the buyer, current resources and resource based view. The model has envisioned that foundation of Higher education system lies on the human resource because expert, experienced, motivated and trained faculty can create barriers for new entrants, change the market dynamics and effect the competition at local and global level. The institutions need to hire visionary people at leadership positions and support them to develop a strategic vision, align objectives, and allocate necessary resources to develop the core competencies that can bring the sustainable competitive advantage to the higher education institution in form of student performance in the market,

faculty performances in the education sector and over all institutional performance at local and global level. This research highlights that strategic management does provide competitive edge and lately HEC Pakistan is also endorsing universities to develop strategic vision and document future plans but unless universities do not align themselves according to the provided framework their strategic plan will remain impracticable.

### **Recommendations**

The major stakeholders for this research are universities, HEC Pakistan and government institutions. Following recommendations can help the universities in developing sustainable competitive advantage and develop a differentiation on the local as well as international level of higher education.

1. Develop a strategic vision and mission for the institution and align all process and resources accordingly.
2. Faculty empowerment is needed because this entity has major importance in building brand equity for higher education institution.
3. Research groups and think tanks to be formed with highly specialized subject area to support the PhD candidates as well as provide subject guidance to the institutions.
4. Lack of fundings can be handled by approaching Philanthropists who can fund the researches and resource groups to bring change in higher education system
5. International students can bring huge revenue for the local institution if supported by the political will and law and order situation.
6. People must be hired based on merit on leadership position rather than referral or political interferences
7. Design innovative programs rather than typecasting by taking corporate sector on board and develop niche programs for the market
8. Higher education commission must be an autonomous body with Pro-faculty approach and faculty is to be divided in two strands: teaching and research.
9. Library usage must be encouraged in curriculum for students to be knowledgeable and street smart.

### **Areas of Further Research**

The model can be tested quantitatively for the verification of identified factors with the sample of faculty and top management in higher education. Qualitative data collection can be expanded to other metropolitan cities as well as universities to gauge their insights. Cross cultural comparisons between South Asian Universities and Pakistan's universities can be performed to bring in some real higher education process models that can be deployed to gain a sustainable competitive advantage.

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