

**UNIVERSITY OF MANAGEMENT AND TECHNOLOGY, LAHORE**



Challenges, Opportunities and HR Competencies for Internationalization  
of Higher Education Institutions: A Case of Pakistan

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## **DEDICATION**

I dedicate this research work to my family and friends. Special thanks to my loving parents; Irfan Elahi and Razia Irfan whose words of appreciation and support always motivated me throughout my academic life. My sisters; Hina, Sadia, and Saira have never left my side. I also dedicate this thesis to my friends; Aaleen, Zeeshan & Ali who have always supported me throughout the process.

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## ABSTRACT

Over the period of last two decades, internationalization has become a vital factor for the growth of the higher education institutions. Swift improvements in a program running, information technology and development of knowledge economy have pushed higher educational institutions to go for internationalization. Pakistan has become a part of this trend as many universities have introduced such curriculums that include internationalization.

The current study is focusing on challenges which higher education institutions encounter during the internationalization process and the opportunities that are there for this process. In addition to this, current study identifies the HR competencies required for the staff of internationalization. The objective of present study is to highlight the individual, institutional and national level challenges & opportunities for internationalization of higher education institutions. The study also focuses on the importance of HR for internationalization of higher education institutions of Pakistan.

For the present study, Case study method was used as a methodology and qualitative data were collected from three universities of Pakistan. Data was collected from the Head of internationalization, Director of internationalization and those students who have experienced internationalization through student exchange programs. Data was collected through nine in-depth interviews and strategy documents for internationalization of the three universities were also used for the analysis of the current study. Data analysis was done through NVivo 11 software for coding data, developing project maps and mind map. The results include challenges, opportunities and HR competencies for internationalization of higher education institutions in Pakistan.

**Keywords:** Challenges, Opportunities, HR Competencies, Higher Education Institutions.

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## **Chapter 1: Introduction**

In this era, when there is a continuous change happening around, universities are striving to satisfy the public expectations and to increase their income by expanding their function (Henkel, 2005). In return for all these efforts they are becoming competitive, innovative and globalized (Abbas, Yousafzai, & Khattak, 2015). The entrepreneurial attitude forces the universities to expand their range towards the global level. Over the period of last two decades, universities are increasingly internationalizing themselves (Zaharia & Gibert, 2005).