

## ISSUES OF INTELLECTUAL CAPITAL MANAGEMENT IN PAKISTANI UNIVERSITIES: A CASE OF GOOD GOVERNANCE

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### Abstract

The study has analyzed the emerging issues which are barriers in handling the governance in Pakistani Universities through intellectual capital management. The objective of this study is to find out about the policies designed to run the system of the universities, a review of the current practices will be done to make recommendations of adopting some best practices of governance. The framework will be designed under the Pakistani context so an examination of the present challenges in intellectual capital management can be done. The practices of good governance and how these practices are managed will be the prime focus of the paper. The role of the participants in the governance and the stake holders involved who play a key role in the intellectual capital management by providing smooth system of management. The governing bodies of the Pakistani universities and their relationships with the shareholders, what role shareholders play in management will be analyzed. The sources of the study are the government documents which are published by the government institutions, articles of the newspaper and the policy papers. In order to do an analysis, content analysis has been done. The result of this study shows that the government plays an important role in governance of the Pakistani universities and thus, affects the intellectual capital management.

**Keywords:** Management, Higher Education, Intellectual Capital Management, Governance.

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### 1. Introduction

Governance is something which seems simple, but it is not. It is practicing authority, control and giving directions. When we talk about governance in the Higher Education then, it can be understood as a process of systematically managing and establishing institutions. In simple words, we can say that when we discuss the governance in universities then it is how the university functions. Altbach, Berdahl and Gumpert (2005, pp. 16-18) have discussed the governance in universities in detail and as he said that “there are different models for higher education throughout the world”. The traditions and the history of the higher education in the whole world is also discussed by Coldrake, Stedman and Little (2003, p. 5).

In this twenty – first century, the universities have to function more energetically because of fast changing global environment which requires changes in governance “... as we move into the twenty –first century, we face more change rather than less, and the pace of change will quicken for both governments and enterprises alike. In particular, we face the challenge of transforming organizations ..... and we must all become change agents “. (Stace&Dunphy, 2001).

The role of governing bodies and how the governance of the universities is composed is very important. There are many reasons for the new state of developments; most of the changes are because in the entire world there are a lot of changes in the systems of the universities management. When we discuss the university’s governance then, it is the managerial decision making and organizational processes regarding the issues of management. There are many dimensions of university governance. The stakeholders play an important role in influencing the decision making of universities in Pakistan. Funding organizations, Higher Education associations, the Pakistan Ministry of Education, accrediting institutions,

students, governors, senior administrators, alumni, related congressional committees and faculty leaders are the stakeholders of a university.

## **2. Background**

As Pakistan has a colonial past, universities are the source of development and progress. Universities have played an important role in managing the eradication of poverty, resources and to harness the development rate throughout the country. Universities also work for the development of industry, workforce and local knowledge and to save the most important that is the sovereignty, “unambiguously national institutions are setup for the national purposes” (Report of the Commission on Students Problems & Welfare, 1959). In Pakistan, there is an expansion seen in the higher education. This shows that there is a need for sustainable human development in higher education and intellectual capital management. This will improve the quality of living standards and learning skills in the society. Since the independence of Pakistan in 1947, the government of Pakistan has to play an important role in designing policies to improve the governance of higher education.

It is in the public interest to establish more and more universities as it serves the national interest. The government takes interest because universities help in developing skills. The increasing number of students and the current existing universities are not enough to impart education to such a large number of students. The higher education has failed to allocate enough budgets for the development of the university which have seriously affected the effectiveness of many universities. The quality of education of Pakistan is declining day by day. The major of sources are inadequate material and human resources.

It is a challenge for higher education to understand the expansion and growth of the universities as it helps in serving the national interest. The challenges include financing, relevance and quality, equity and access, internationalization and liberalization of higher education. With these challenges, numerous demands, approaches and dimension of leadership and governance have to be practiced.

University governance varies from situation to situation and is person centric. It is imperfect, disputable, problematic and inconsistent. There are a lot of variations in running of a university. These variations can be;

- The research needs of an organization at institutional and strategic level.
- Individual freedom is important in running of a university. Culture also hinder in governance. Relevancy of validity and identity which considers the institutional autonomy to run the university is very important.
- The competence of the experts who participate in governance, the laws and the freedom provided to ethically sound individuals, and mutual respect and the idea of good governance should be accepted to the individuals who are running the university. (Prof. J. Kohler offered an approximate ‘definition ‘of university governance at the Council of Europe’s).

Apart from university governance, the intellectual capital management has to be properly done as the university runs on the competence of intellectuals. The university as it provides a platform for growth and development of skills which serves fruitful in the society development. So, if intellectuals are properly handled, they help in serving the national interest.

## **3. Literature Review**

Governance plays an important role in the success or failure of a university if it’s done properly. Governance helps in achieving of the goals if it works effectively. Governance is significantly related to organization and the involvement of stakeholders like professors, trade market, society, students and industry.

As the style of governance varies from situation to situation and from person to person, thus no one model of good leadership and governance can be adopted. The framework of good governance comprises of transparency, accountability and effectiveness. Osborne considers: "Calls for good governance seek more participation competition, transparency and less regulation which will optimize and not maximize quality" (1998,p.1).

#### **4. Intellectual Capital**

##### *Definition*

The researches which are conducted on intellectual capital mostly come from the west. The concept was first proposed by James K. Galbraith in 1969. He was a famous economist. According to him, intellectual capital is dynamic in nature and only kind which is in static tangible asset. It is a process of how effectively knowledge can be utilized and how it helps in achieving targets. Stuart defined intellectual capital as matters which are known by members of the company and it can help in gaining competitive advantage in markets. According to him, capital knowledge comprises of customer capital, human capital and structural capital.

##### *Management of Intellectual Capital*

The intellectual capital management is heterogeneous in nature i.e. the knowledge. Management of knowledge is the key in Intellectual Capital management and how this knowledge flow, is shared and is transferred through communication channels outside and inside a university.

"...facilitate in decision making and in delegating the responsibility and accountability outside and inside an organization. Interests of the stakeholders are to be appropriately balanced because the decisions made contribute to the effectiveness and efficiency of the organization" (ANAO, 1999,p.2).

"one important element in improving the economic efficiency is the corporate governance which not only involves the relations of the company's management but its board and additionally the stakeholders are also involved" (OECD, 1999,p.2).

The vision of private and public organizations is totally different. The interest of the stakeholders is very important in public organizations and equity considerations along with methods of efficiency in operating systems are very vital.

*Participatory Governance* is the most accepted because when goals cannot be achieved through authoritarian governance, then shared decision making is adopted. Participatory governance can be defined as "A set of processes and structures which helps in enhancing the effectiveness in relationships across and within the private, public and community sectors as decision making is done on the basis of understood responsibilities and roles"(Edwards,2000a, 2000b).

A beautiful definition is stated by Marginson and Considine (2000, p. 7) "Governance is broadly defined to encompass external relationships, internal relationships and the intersection between them". The complexity of the term is defined as "Governance is the determination of values inside universities, their purpose and mission and their systems of resource allocation and decision making, the patterns of hierarchy and authority and the universities relationships with the academic world within and the government, community and business" (2000,p. 7).

#### **5. Purpose of the Study**

In this study, an examination of the implications and the connotations of applying the concept of "best practice" principles of the institutions and the governance of the universities will be under review. This study will cover the developments in the university and the governance practices in Pakistan. The basic purpose of this study is to examine the

developments of the country in the academics governance and the intellectual capital management in these universities.

## 6. Research Problem

The academic sector of Pakistan is facing a lot of challenges which are poor infrastructure, improper funding, improper standards and quality, lack of academic freedom and autonomy, demand of growth in the higher education and an increase in the society expectations. This paper's prime focus will be on the problems and issues related with the universities governance. An overview of the past, present and future trends will be reviewed.

## 7. Research Methodology

This research paper has used the published documents as the primary source of the data. These papers include reports, papers, university policy documents and credentials and strategic development plans, workshop reports, committee reports and other researchers which are already conducted in this area.

## 8. Analysis

In order to analyze the information, a content analysis was carried out. The data is organized in different categories. Available information is summarized into different themes and categories are classified for and ease in the analysis. These categories are then interpreted by the both de-tantalization and re-contextualization to draw a general picture. Creswell says "this method has been proved to result into high-level analysis" (1994, p. 153).

### 8.1 Interpretations of Data and Findings

If we compare the expenditure of the government of Pakistan on education as compared to other countries, then we find that the state is allocating the minimum budget for the education sector from its budget as compared to other sectors. It is observed that only 2.0 percent of the GDP is spent on education sector of Pakistan. The budget allocated is mostly for paying of salaries and very little amount is left for the development purposes. According to UNESCO's EFA Global Monitoring report 2015, the expenditure of the education sector by the government in other countries like Bangladesh is 2.1 percent, in Bhutan is 4.9 percent, in India is 3.2 percent and in Iran is 4.7 percent, in Maldives is 8.0 percent.

Table 1: Expenditure on Education (Rs. million)

Year	Current	Development	Total Expenditure	As % of GDP
2006-07	130,313	31,771	162,084	1.75
2007-08	155,622	32,034	187,656	1.76
2008-09	197,723	42,655	240,378	1.82
2009-10	219,933	39,592	259,525	1.75
2010-11	276,239	46,572	322,811	1.77
2011-12	330,228	63,295	393,523	1.96
2012-13	428,944	50,909	479,853	2.14
2013-14	453,735	83,863	537,598	2.14
2014-2015	219,880	17,556	237,436	-

— Source: July-December (Provisional), PRSP Budgetary Expenditures, External Finance Policy Wing, Finance Division, Islamabad

The Table 2 given below shows that the education expenditure increased in 2006-2007. Another increase is observed in 2013-14 which is 12.03 percent (Rs. 537.60 billion) as compared to 2012-13 which is Rs. 479.85.

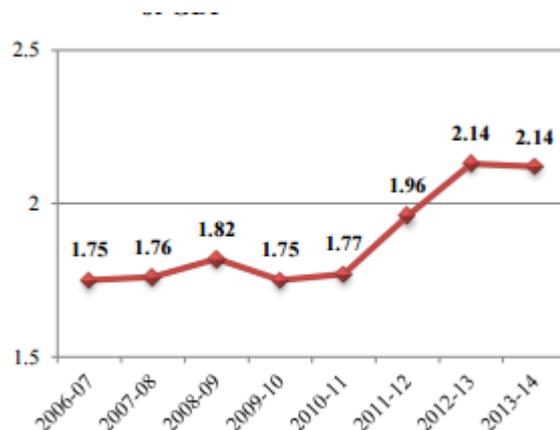


Figure 1: Education Expenditure as % of GDP

### *Government Strategy*

The academic sector of Pakistan is rapidly growing. Musharraf government in early 2000's has showed a clear commitment towards improving the education, as it was substantiated by the noteworthy boost in the expenditure on the academics. When Higher Education Commission (HEC) was established in 2002 to allocate and regulate the funds, developments and record the growth in the higher education. The growth in the education sector also promotes the economic growth. In order to meet the competition's of the current world and to enhance the boundaries of the skills and knowledge. Highly equipped institutions, experts and skilled faculty are required and thus the government has to invest in the academic sector of Pakistan.

It is said in the Sharif Commission Report (1959) that "Vice Chancellor (VC) is responsible for maintaining accountability with the Chancellor for the purpose of just and proper functioning of the institutes. The fatal problem is that the Chancellor who is responsible to hold the Vice Chancellor accountable is not an expert of the task nor he/she has the time.

### *Trends in the University Governance*

There is a variation in the university governance from country to country. The governance of the higher education is a reflection of the governance of the country and the political system of the country along with the government of the country. "Basing on the function of state in higher education organizations, there are two models in the world which are distinguished and clearly recognized. These two models include the state control and how the state is supervised." (Maassen & Vught, 1994).

The government plays an important role in management of the higher education. It is done through a range of different methods of appointments of university governing bodies, direct funding and interference in procedures of the university and legislative regulations and daily direct involvement. In Pakistan, there is a struggle observed from different control groups who try to influence the higher education funds and management. The government of Pakistan has not adopted any supervisory model of the governance in universities because they feel that the growth of higher education is at stake (Task Force Report).

"The Pakistan public sector universities are running according to the relevant rules and the prescribed regulations, which specify the laws which are provided for the establishment, control and the governance, administration and other purposes" (Government of Pakistan, 1998-2010). The people involved in the organizational and management of public universities is as follows; chancellor, syndicate, faculties, departments and the students.

The President or Governor is considered as the Chancellor of all the public universities. The Chancellor and head of the universities is responsible to appoint Vice Chancellor and

member of other universities governing bodies. He has the authority to conduct an inspection, visitation of the teaching and run an inquiry on an organization of the university and general administration. As such, the Governor has his political duties and obligations which permeate into the university hiring and decision making. Thus, it generates discontentment in staff, students and the society. Because the chancellor is appointed on political basis, so he is holding devastating power and runs the universities more on political basis rather than from the managerial perspective.

The funding of the higher education and the budget allocation, enrollment policies, expansion and the cost of education are mostly done by the government and not the university. The mid 1980's is considered as the wave of change with the inception of the multiparty democracy. More freedom is demanded by the students and staff in institutions. The internal governance issues of these universities are characterized by the concept of bureaucracy and the inflexible practices which are politically influenced in decision making.

The high powers which are held by the deans and the head of the departments have not benefited the academics. Among some issues which are complaints of paying low salary to the staff members, irregular promotion of staff, lack of motivation, no academic freedom, the working environment is in pitiable condition along with lack of research and teaching resources. The private universities work under a different institutional structure as compared to the public universities. The link of the universities are not well established which creates issues of governance. The government limits its role to the accreditation, review and evaluation of the programs only.

The universities are making their own decisions and are autonomous. Because of their small size, they can manage better by making quick decisions because of few bureaucracies and few committees in private universities, like in the University of Management and Technology (UMT), they have a Board of Trustees as its supreme body and then it is followed by Board of Directors. After the Board of directors, a Management Council is headed by rector as the chief of executive of the university. The private university structure is not as broad as compared to the public universities because of its size. But, there is an edge by the private sector universities that manages their intellectuals better as compared to the public sector of Pakistan. The public sector is in shabby condition and requires reforms to better accommodate the intellectuals of a university.

#### *Higher Education Commission and the Issues of Governance*

A liaison is created by the Higher Education Commission (HEC) between the institutions and government which was established in 2002. The reason HEC for its establishment is "to provide better provisions for advancement in the university education of Pakistan and it's an advice for the education minister to responsibly promote higher education in the state through establishing and developing universities."

The Commission is responsible to accredit the private universities and is involved in long term plans, in coordination of budgeting and financing of public universities, it also creates liaison with the private sectors, government departments and communal in planning of training and skill development which is required for the national developments. The Commission advises the government on the matters of policies of higher education and supervises the operations of the university.

The appointments of executive secretary and the chairman of HEC are made by the President. Since it is the view of commission that higher education is of priority to government, the government continues to make suggestions and recommendations in universities. The Commission also faces a lot of criticisms and challenges. The commission is not enjoying authority of managing of universities. Since the Vice Chancellor is appointed on political basis and the Vice-Chancellors committees are also formed accordingly, so that the Vice Chancellor has always more power than the commission. Most of the time, the opinions

of the Minister of Education and Chancellor are taken directly by surpassing the Commission.

### *Role of the Government in Funding of the Universities*

Since the government is funding the higher education sector so they draw authority in the governance of higher education because of their funding role. The funding by the Government is inadequate since the funding needs of the universities are more. Because the universities are depending on the government funding and the expenditure and income analysis show that the expenditures are more than the income of all the public universities. The deficits between the capital expenditure and capital income are building up (Memon, 2007).

The issues related with the funding of the universities; therefore; are the major factor which creates huddles in the governance of Pakistani institutions and universities. An increase in the demand of higher education is observed which influences the physical resources and the finances. The government funding is not enough for the increasing number of students in the universities.

“The present higher education system is described as ‘Non market framed’. The policies of the Pakistani government and the regulatory interventions are not equipping the universities with the current market principles and market needs.” (Government of Pakistan, 1998-2010) The Government understands that the universities serve the public and national interest but the government also has limitations in setting the budget.

### *Relationship with Stakeholders*

The University is governed by Chief Executive Officers and the university academics are comprised of employees, subject to the management “The intellectuals who are involved in the leadership of academics are replaced by the organizers and managers of academics. It is a concept that the discourse in the academic leadership which can shift into the discourse about successful management” (The Boston Group Report on Higher Education in Pakistan). The challenges of governance which are faced by the Pakistani universities and the problems and deficiencies of the government require the involvement by the other stakeholders. This generates a shift in the funding by the government and questioning the government interference in governance issues of higher education which can lead to expedition of new leadership and governance relationships. The gap which is created by withdrawing the funds from government has to be filled. This means that the universities have to come up with new sources of funding or the stakeholders have to come up with new sources of generating funds. The financial situation is getting worse in the Pakistani Universities. To overcome this situation, the Pakistani universities, especially the private universities, are making an effort to link with the industry and launching joint research projects whose focus is on generating income. In market model, financing of universities, advertising the institutions services to customers at the market rate is encouraged. This shifts the power in the hands of clients and the units which produce and sell services (Task Force Action Plan). Thus, the faculties are asked to assume the role of fund raising. The result of is a new form organizational form of the partnership between the other stakeholders and higher education.

As shifts in the diversification are observed, the Pakistani public sector universities have taken an initiative to start the Privately Sponsored Student Programmes. The students belonging to such programmes have to bear full cost of education. The response of these programmes is very good but it sets challenges to universities on their standards and facilities. They have replicated a shift which is directed towards fulfilling the needs of the job market.

Another venture to generate income for the universities is the companies established by the universities. The private universities are investing in establishing companies so they can cover the shortfalls in their expenditures. There are some cases where the big companies are

establishing their universities also. Societies have understood the importance of higher education. As the universities move from periphery to center, they are naturally receiving more attention as the societies carry a lot of expectations from these universities. As Pakistan is known for their colonial past, Pakistan needs a higher education system which is the demand of the societies. In the past, higher education was only received by the elite class. At present, the privatization of the higher education in the state causes discomfort and it creates fear that spirit of the commerce might be intruded into some fateful decisions about who is the ultimate receiver of the benefits from the higher education. Because of social stratification which has created a lot of problems in the society and thus, the higher education institutes are responsible for creating skills and imparting knowledge in the society. The question arises that what kind of knowledge should be pursued which will help in contributing towards the benefit of the society?

Since the industry decided the employment opportunity for the graduates of the university so they intrusions have become unavoidable and thus it affects the nature and the direction of the universities. So, industry plays an important role in shaping the management of the university. Additionally, it serves as a stakeholder. Students are also considered as the stakeholders in universities. It is the responsibility of the education system to convert the students into a productive workforce and into good citizens and professionals.

The challenges which are faced by the Pakistani Universities at beginning of 21<sup>st</sup> century have implications which are directly related to the students. The students have to pay for the education and they have to compete for their jobs which cannot be taken for granted. By looking at the present conditions of Pakistan, this idea seems like chasing the wind. When it comes to running an institute, the institute is responsible to constituencies. The other stakeholders have a strong presence in the university which also has to be reviewed.

#### *Management Measures of Intellectual Capital in Universities*

As a university is declared as the contributor towards the development of the society, the university has to better manage the intellectual capital. The aim of the intellectual capital management is to acquire, distinguish, utilize and circulate the intellectual capital so it can enhance the production ability of a university.

#### *Strengthening the Management of University Knowledge Resources*

The knowledge resources of a university are the intellectuals who are hired to serve the higher education, library resources and the availability of the funds to hire intellects who hold highest achievements in the academics. Since there is high demand of professors and highly educated academicians so the government plays an important role in providing the funds to the universities to hire such individuals. As the university serves the national interest, so by properly meeting the demands of such intellectuals is the key to the success of the university.

#### *Strengthening the Interior and the Exterior Management of University Knowledge*

A University is a source of knowledge and since intellectuals are conducting researches which must be properly documented. The academic researchers can contribute towards the growth and development of the industry so these researches are assets which are to be properly maintained within the university. Externally, these researches have to be properly distributed to different companies and universities for the benefit of other intellectuals and professionals.

#### *Strengthening the Management of Implicit and Explicit Knowledge*

The explicit, as well as the implicit knowledge, is of the same importance. Since, the explicit knowledge is in the form of record which can be easily maintained but when it comes to managing the implicit knowledge that is with the intellectuals. Where the actual idea is

generated and is turned into valuable researches which can benefit the university, as well as the industry. The management of the intellectuals is to provide them with not only outstanding salary packages but also provide them a platform and facilities which further help in supporting their development, as well as the development of the university.

#### *Enhancing the Quality of University Talent Resources by the Educational Training*

There are some very talented intellectuals whose ideas can change the framework of management systems, but not every intellectual is trained properly to document his ideas. Proper training to provide updated techniques and methods of data collection and to continuously upgrade the knowledge base, regular training sessions are required.

#### *Role of the Government*

This study shows that the government position has changed in the past years. As the government is not only playing the role of funding, it holds onto sectors with interest. "The Government is having legal power to take interest in higher education because they play an important role in regularly designing the framework of universities" (Government of Pakistan, 1979a, 1979b).

The essence of the public institutions is to educate as many students of Pakistan as possible, even when the private sector is also playing an important role in the education of Pakistani students. The funds provided by the government plays an important role in strengthening the higher education institutes and universities thus, serving the public interest.

The government seems to be spending less on the higher education in Pakistan. Even with the reducing budget, the universities are dependent on the funding by the government. Because the government is funding these institutions, so they also keep an eye on what these institutes do with the public money. The universities are accountable to government as the government is accountable to public. "HEC and the Ministry of Education have to keep on working with the higher education institutes so both sectors can reciprocally relate with one another." (Government of Pakistan, 2006.)

The universities are playing an important role in the country's development and are also helping in achieving the educational goals. With respect to the success of goals, the government cannot be just a bystander in the affairs of universities. There are forces which are influencing the reforms because the market is requiring the presence of the government. Government of Pakistan has to reexamine and set objectives for the higher education provided by the universities and to revise the university is very important as the acts which are related to current reforms and emphasize on the efficient utilization of the resources in the Pakistani universities. The government has to start reforms which will revitalize the university management so it can give some meaningful autonomy to the university. There must be some border in the involvement of the government in the affairs of the university governance. If too much emphasis is done by the state, then it will not help the universities grow. In fact, it will suppress them. Issues which are related to the Governor who is the Chancellor of universities, appointments of the council, political interferences and the vice chancellors, relationship with the staff and the students' needs to be re-addressed.

### **Discussion**

The system of Higher Education is based on universities. In order to run an efficient management system of academics, financial and administrative functions, universities must have self-reliance and independence in their working. The present system of governance of a university is based on its Senates and Syndicates which have a lot of weaknesses.

Inappropriate roles and responsibilities which are allocated to run the administration of the universities include dysfunctional managerial, administrative financial functions. The main reason of the mismanagement is because the person who is given the authority to run the university is not given the freedom and faces a lot of interferences. He/she should be given

the liberty to practice and run the organizations according to his capability. In order to effectively implement the administrative structure, there must be an alignment in the authority in responsibility and roles.

Because of lack of objectivity, the relevant people who are responsible for administration lack the training and the knowledge of their responsibilities and roles. They don't know what they are supposed to do and what are their duties and responsibilities. Universities and their link to the society are so important that the university cannot work in isolation. In order to make refined measures of performance, proper standards must be established.

Some recommendations are made for the future requirements which are as follows:

- It is recommended that the administration of the public universities have to be independent. It is the responsibility of the higher authority to properly monitor the functioning of universities.
- The syndicate has to be responsible to make sound decisions about the university policies.
- The Syndicate should arrange appointment of the Vice Chancellor and he must be answerable to the syndicate.
- Only the university management should be responsible for the university and management affairs.
- Full authority to make the decision of the management must be given to the university.
- The faculty should be selected according to the given criteria by syndicate to meet the requirements and needs of the departments.
- The criteria of performance assessment should be based on teaching, research and services.
- It is recommended that in order to save the state from brain drain; the university has to provide satisfactory working environment along with proper compensation plans for the intellectuals.
- The ideas and the research work needs to be properly documented and a repository of their research work must be created for the benefit of the students, academicians and industry professionals.
- Intellectual capital management is not easy thus, it is very difficult to hold the intellectuals and keep them satisfied so they keep on servicing the university.
- It is very important for the government to understand the worth of the knowledge which is carried by these intellectuals. Instead of reducing the budget of education, Government must allocate more towards the budget so proper research and development facilities and proper academic environment can be created.

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