

Exploring the Strategic Approach of Higher Education Institutes for Using Social Media in Pakistan

Asif Ali

Deputy Registrar (Academics), COMSATS University Islamabad.
asifmalik@comsats.edu.pk

Mr. Muhammad Naeem Khan

Assistant Professor, Department of Business Administration,
IQRA University, Islamabad.
muhammad.naeem@iqraisb.edu.pk

&

Dr. Sadaf Kashif

Assistant Professor, Department of Business Administration,
IQRA University, Islamabad.
sadaf.kashif@iqraisb.edu.pk

Abstract

This study aims to explore management's perspective for the use of social media in Pakistani universities through in-depth data analysis. Through the lens of qualitative research method, Grounded Theory (Glaserian Approach) has been applied to explore and interpret the management's perspective on the use of social media networks in Pakistani universities. Method Triangulation technique was used to collect data in two different parts; through semi-structured face to face as well as telephonic interviews and by e-mail to ensure the rigor, validity and maximum representation of higher education sector. The data obtained through email were ordered and analyzed using the latest version of NVivo. Major findings highlight that majority of Pakistani universities & HEIs are proactive using social media for marketing purposes and admission campaigns to target the potential students from all parts of the country, promotions of the academic achievements, information dissemination on latest conferences & innovations, image building through showing strong commitment to community service, and to bridge industrial-academia liaison. However, approved policies and guidelines by academic authorities and statutory bodies are not available. Findings also highlight the dire need of well-crafted social media marketing strategy, guidelines, rules and regulations for monitoring and evaluation. The study pragmatically helps universities management for developing a framework, set of suggestions, guidelines and social media policies in higher education sector in order to achieve its optimal benefits. Moreover, results display deeper insight for future researchers into the managerial and strategic issues being faced by Pakistani universities for using social media networks.

Keywords: Social Media, Higher Education, Management, Policy, Marketing, Digital Technologies, Social Networks

Introduction

Social media has transformed the communication landscape for institutions of Higher Education by providing improved teaching and learning experience. (Rahman et al. 2020). It has emerged as the fastest source for building global business communities and reducing the communication gaps. Drastic adoption of social media technologies has resulted in a fundamental change in the way communication and collaboration take place in higher education sector. As staff, faculty and students use social media technologies in their personal lives, it is important to explore how social media technologies are being used as an educational tool for management practices at universities (Chugh, R., & Ruhi, U. 2018). It is also established fact that emerging technologies have continuously been changing the traditional ways of communication and immensely affecting human life making it more interactive, collaborative, comfortable and fast paced (Ozuem, Howell et al. 2008). Therefore, in today's world of globalization, social media is playing an indispensable role in transforming the nature of business communication and traditional marketing practices. It is introducing new learning and development needs and paradigms. People are getting close to each other by utilizing different digital platforms, social media sites, networks and applications.

There has been a significant emphasis in making such platforms easy to use and better integrated with other activities that people carry out (Qureshi, Reuben et al. 2014). An extensive use of information communication technologies like Web.2 and electronic gadgets like mobile phone, iPod, tablets etc., have reduced the distances among the people, living in different parts of the world. It is very evident phenomenon that the use of information communication technologies now a day has reached to a stage where the internet users have become very proactive and creators as compared to their passive communication styles in the past. Since, users now a day can create contents as well because of the digital revolution; therefore, social media is a platform which has significantly empowered users to share their views about the brands, services, products, political as well social issues openly and independently. Social media network sites create an influential word of mouth which helps the potential consumers to make their decision regarding the brands. Lam maintained that the social media network sites are perceived by consumers as a more trustworthy source of information regarding products and services than corporate-sponsored communications, transmitted via the traditional elements of the promotion mix (Bernoff and Li 2008).

This phenomenon has helped the higher education institutions in Pakistan to modernize, marketing techniques, teaching methodologies, communication styles and creating online research groups of the academicians from around the world. As Belanger et al., (2014) argue that to maintain and enlarge their market position, universities have adopted corporate-like branding practices which involve catchy slogans, versatile logos, impressive taglines, advertising campaigns and printing communicative brochures etc., on a larger scale. The practice is visible in Pakistani institutes of higher education which have dived into the social media storm to get maximum benefits. However, the questions remain to explore that why higher education institutes use social media, the strategic approach behind (if any) and how it is being used? Hence, there is a significant need to know about the strategic approach of the management about the use of social media in various contexts of higher education institutes in Pakistan.

Literature Review

In today's modern world of artificial intelligence and digital economy, effective use of information and communication technologies are the attributes of grand success in businesses. Universities and institutes of higher education have no exemption in this regard, and they are equally rolling up sleeves to compete in these rapidly changing technological advancements. Hence, none of them can afford to lag-behind these developments as these can provide valuable insights to the academic community (Dumpit, D. Z., & Fernandez, C. J. 2017). Overall, internet is an important part of technology change in modern world and has an influential impact on our life, too (Hafeez, 2014). There are over 3 billion Internet users in the world (World Internet Users and Population Stats, 2014). It indicates that more 42% of the world's population has access to the Internet. Moreover, the report shows that there are 5.9 billion Google searches every day and over 409 million people read word press blogs on daily bases in different parts of the world. It also includes more than a billion unique users who watch 6 billion hours of video every day on YouTube. Anderson, T. (2019) discusses that during these last two decades of the social media era, researchers have discovered and argued for the advantages that social media can or could bring to lift the higher education sector to the new heights of growth and progress all over the world.

As per changing trends in the international arena of higher education, the use of social media has become imperative for various purposes e.g., image building, information dissemination, students recruiting, foreign faculty hiring, building alumni networks and institutional branding (Rosmala 2012). An international survey "Social Media for Education" (2012) reflects that 70% of the students suggest that colleges should have a presence on social networks and 50% of students want to be contacted directly through a social network site, whereas around 81% of them have an easy access to internet wirelessly.

Benson, V., & Morgan, S. (2018) also argue that the importance of social networking is no longer contested; it is viewed by many as a game-changing innovation set to transform the face of higher education. Moreover, in an earlier research published in 2014, Benson & Morgan emphasized that social media is on the verge of gaining exceptional and phenomenal standing amongst educational technologies which will help to attract the attention of industry and academia. The social media adoption in higher education sector has become widely accepted model for the end users including students, teachers, and management. Social media in higher education took on a multi-faceted role: serving as networking enabler, marketing and recruitment tool, collaboration, teaching and learning tool as well as a medium presenting career management and entrepreneurship opportunities.

On the other hand, the rapid boom in internet has also given an opportunity to the world to change its communication styles and their behavioral norms. These norms include publishing speed, 24/7 connectivity, and a desire for two-way conversations rather than one-way promotion. These elements bring out the power of social media where people have free control to express their stories, sharing their knowledge and making new friends from around the world. It has been defined that social media as a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and allow the creation and exchange of user generated content (Kaplan and Haenlien,

2010). Mangold and Faulds (2009) have discussed that social media has brought a major shift in individual behavior which includes awareness, information acquisition, opinions attitudes, communication and evaluation of available products & services. This phenomenon has created a new paradigm in the mainstream marketing activities of organizations around the world and the higher education institutes are in the limelight.

According to the research, since 2009-2010, 100% of colleges and universities in United States of America are using some form of social media as the marketing strategy to recruit the prospective students and this trend is increasing every day with new tools (Barnes and Lescault 2014). Moreover, Facebook, You Tube, Twitter, blogging and podcasting are the tools of choices for US institutions. It has become necessary for the “always connected” generation to use hand-held devices, multi-tasking and constant communication now a day. Taking advantage of this emerging opportunity, the Ohio State University (OSU) uses Facebook, Flickr and You Tube to develop interaction with their target audience. University of California Berkeley has got one of the most well-known channels and volume of You Tube Subscribers with around 2 million views and has created sub channels of more specific contents which include courses, events, campus life and athletics. Apart from this, business schools like Southern Illinois University College of Business sees social networks sites as the best channel to communicate and provide school news to its members, alumni and the students (Reuben, 2013). Hafeez (2014) has argued that social media networks have opened new avenues for organizations and manufacturers to make their presences felt and communicate with their target markets allowing them to reach out to the niche audience and adapt their marketing communication accordingly.

This equally applies on the higher education organizations around the world and specifically in Pakistan with respect to this study being undertaken. Research shows that the use of social media and other search engines are very much favorite activities for internet users in Pakistan and top of all, Facebook is the most popular and highly used social network which handles more than 3 billion connections per day (Yousafzai, 2015). Facebook users in Pakistan are between 10.6-11.8 million (Nasir, 2013). Half of the users are in the age of 18 to 24 that indicates the popularity of Facebook among youth in Pakistan and in the same time, there are 2.9-3.2 million users who are university graduates (Qureshi et al., 2014).

The extensive popularity of social media networks among the youth of Pakistan makes it compulsory for public and private universities to make best possible use of social media networks. However, it is worth mentioning that internet users in Pakistan are still hovering around 10 to 15 percent of total population in the country with less than just 2 percent connected with high speed board band internet (Khan, 2013). Like all other Asian countries, Pakistan yet needs to reach its highest level of penetration and the Government of Pakistan is making efforts to outreach the internet facilities in remote areas of the country. In this regard, the launch of 3G & 4G LTE mobile broadband technologies have put the internet influx into the urban and rural areas of Pakistan on the fast track. As far us of Social Media in Pakistan is concerned, it is a relatively new phenomenon which has gained immense popularity in short span of time while transforming the ways in which the youth of Pakistan communicates, interact and socialize. It is evident that because of social media in Pakistan, organizations can reach out to the niche

audience and adapt their messages accordingly. Following the same trend, colleges and universities in Pakistan are adopting the same media to extend their reach and impact.

Hafeez (2014) has highlighted in her case study on use of social media in Institute of Business Administration Karachi, Pakistan that the use of social media networks as an appropriate channel of communication and marketing for academic institutions in developing countries like Pakistan is yet unclear but it is of greater importance to study how higher educational institutions universities are integrating the use of social media in various functions like marketing and recruiting, learning, student engagement as well as employing it to connect with their students to facilitate them effectively. The use of Facebook is rapidly expanding in Pakistan. Majority of the universities are Facebook as their primary choice. There are for the apparently showed purposes including recruiting students, interacting with communities, information dissemination and image building etc. However, it there is no concrete literature available which can justify and substantiate these assumptions from the strategic perspective of higher education institutes officials who are the decision makers.

Moreover, in the spontaneous dive of using social media, it is not clear so far that the decision makers in higher education sector of Pakistan have given any statutory approval for a comprehensive social media policy and strategic framework to get the optimal uses of such networks. These factors urge and motivate to conduct an in-depth study higher education institutes for using social media from strategic point of view. The study shall explore and interpret the strategic approach of management using social media. Hence, it highlights the “the true meaning and spirit of using social media and its stringent requirements in line with strategic approach of the management of higher education institutes in Pakistan.

Methodology

Grounded Theory (Glaserian approach) has been adopted as research strategy for this paper as Glaser maintains that theory simply “emerges” from the actual data. Method Triangulation technique was used to collect data in two different parts through semi-structured face to face & telephone interviews as well as by e-mail to ensure the rigor, validity and maximum representation of higher education sector. The data obtained through email were ordered and analyzed using the latest version of NVivo and the results were shown in word cloud and graphical representations.

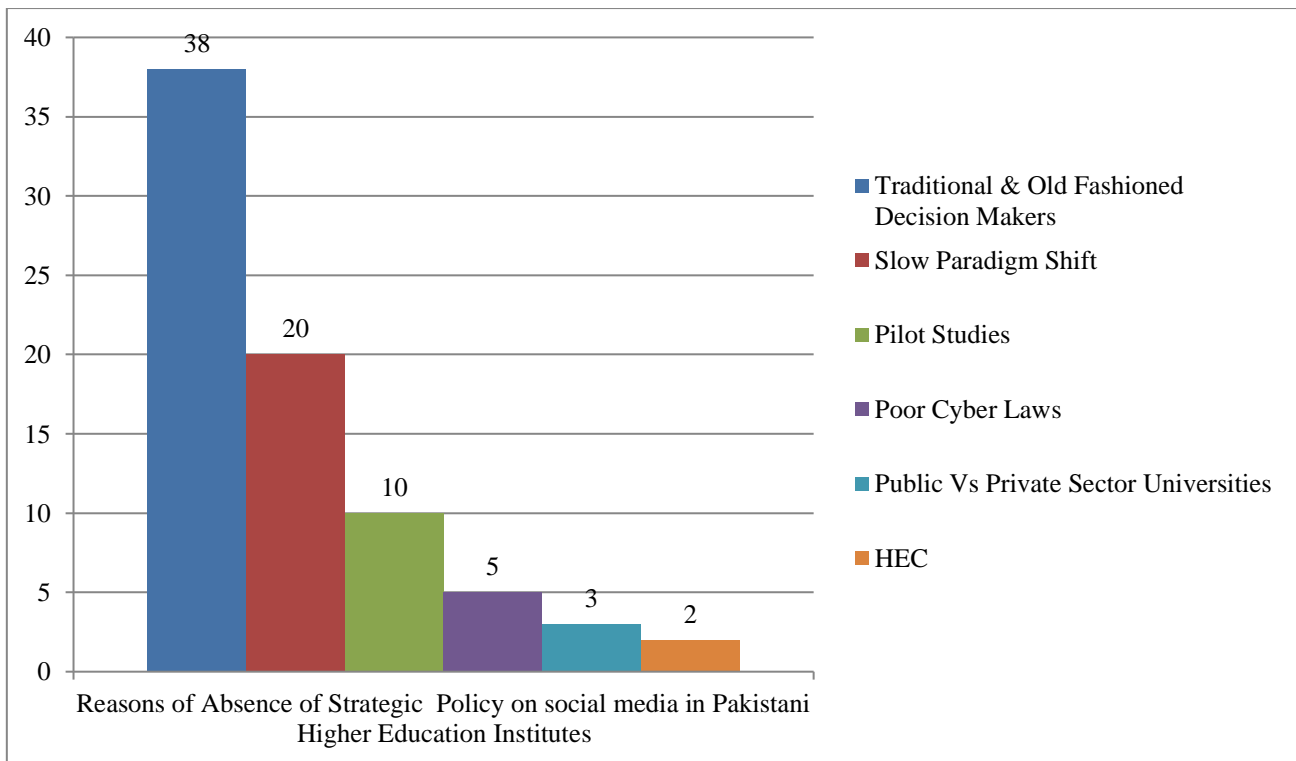
Glaser maintains that theory simply “emerges” from the actual data (Bryant and Charmaz 2007). Glaserian approach of grounded theory find the more open approach to data analysis, liberating and user friendly with all compatibility of the contemporary thinking when there is no sufficient literature is available on a research topic (McCallin, 2003). Data was collected through semi-structured interviews from most relevant officials from the 47 higher education institutes in Pakistan from the total four provinces. After a thorough search from different social media platforms, 130 institutes of higher education were identified for data collection because of their active presence on social media. The most relevant officials from the identified 130 institutes were approached to conduct in-depth interviews, discovery and insight into understanding of the strategic approach of the management. Out of 130 universities, the researchers received 47 responses in total; 10 institutes refused to provide any

information and 73 institutes did not respond to the interview requests. Credibility, rigor and validity of the information were ensured by triangulation of data collection methods. At first stage 10 face to face interviews were conducted till the point of theoretical saturation. In second phase and due to distance & logistics issues, to confirm and enhance the validity of the data collected in first phase, 12 telephonic interviews were conducted with another 12 higher education institutes. Furthermore, in third stage, 25 new responses were received from different institutes and universities from across the country to ensure a multi layered perspectives from all the country to interpret the strategic approach of management.

Results

The first question was about inquiring either the universities have their official social media accounts/pages or not? 90% of the informants said that their universities have an official presence on social media networks including Facebook, Twitter, Instagram and LinkedIn. However, 10% of the informants said that they do not have any official presence on any social media network. They said that they prefer to manage the official web sites of their institutes instead of using digital media. They also shared the couple of arguments and reasons for being away from social media networks usage which include lack of interest of the decision makers, poor cyber laws and legal complications in Pakistan, Government governing bodies have not passed on any instructions so far regarding officially initiating the use of social media, managing time and deputing staff for social media add an additional work load and less need of social media marketing for public sector institutes compared private sector institutes. The second question was about policy making regarding use of social media in the higher education institutes of Pakistan.

90% of the Informants told that although all of them were using social media for various purposes but there is no specific approved policy, set of rules, guidelines or a legal frame work from strategic point of view, duly approved by the statutory bodies of the institutes to make social media as part of mainstream marketing and communication activities. Further to state, all the informants were unanimously agreed that they were experiencing enormous benefits of social media sites in form of effective admissions campaigns, outreach to aspirant students, universities image building, attracting international students and providing a platform to students and faculty to interact with each. However, policy making from futuristic perspective on use of social media shall take some more time due to certain factors.

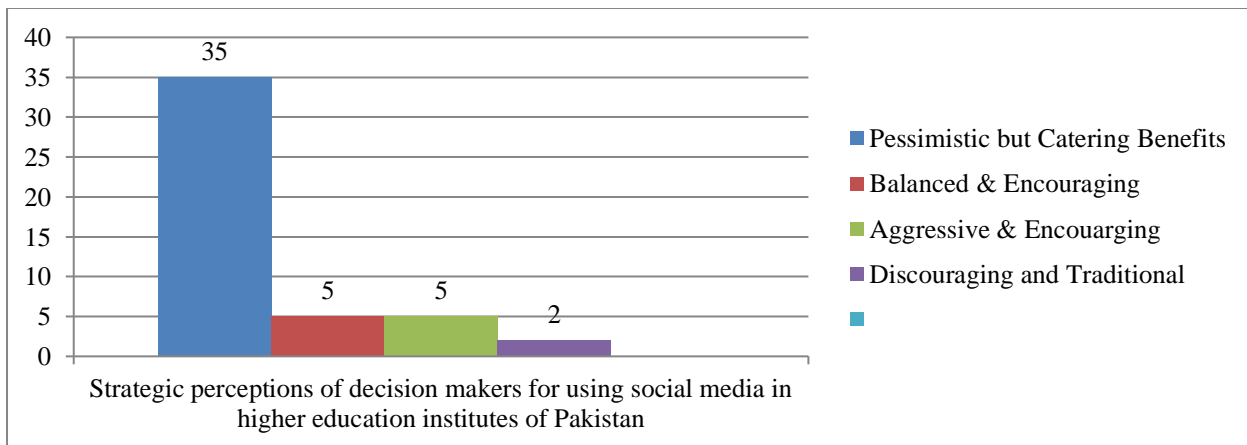


Figure#1 Why not strategic policy for social media in Higher Education Institutes

However, having proper strategic policy on the use of social media in higher education institutes brings better results as 10% of the informants who have duly approved policies, planning and guidelines for using social media networks. The informant from Institute No. 6 said that “policy and guidelines are further expanded and clarified with the development of comprehensive set of Standard Operating Procedures for streamlining all the social media activities keeping in view the current and future challenges in the external environment”. Similarly, the informant from Institute No.34 quoted “The University has experienced high rise in admissions & enrolments, engagement of students, faculty, staff and external audience on the official Facebook pages in form of “likes” “comments” “subscriptions” and coordination among different affiliated colleges, independent teaching schools and institutions of their universities”. The third question was about the strategic perception and approach of the higher management or decision makers regarding the use of Facebook as a marketing tool for universities.

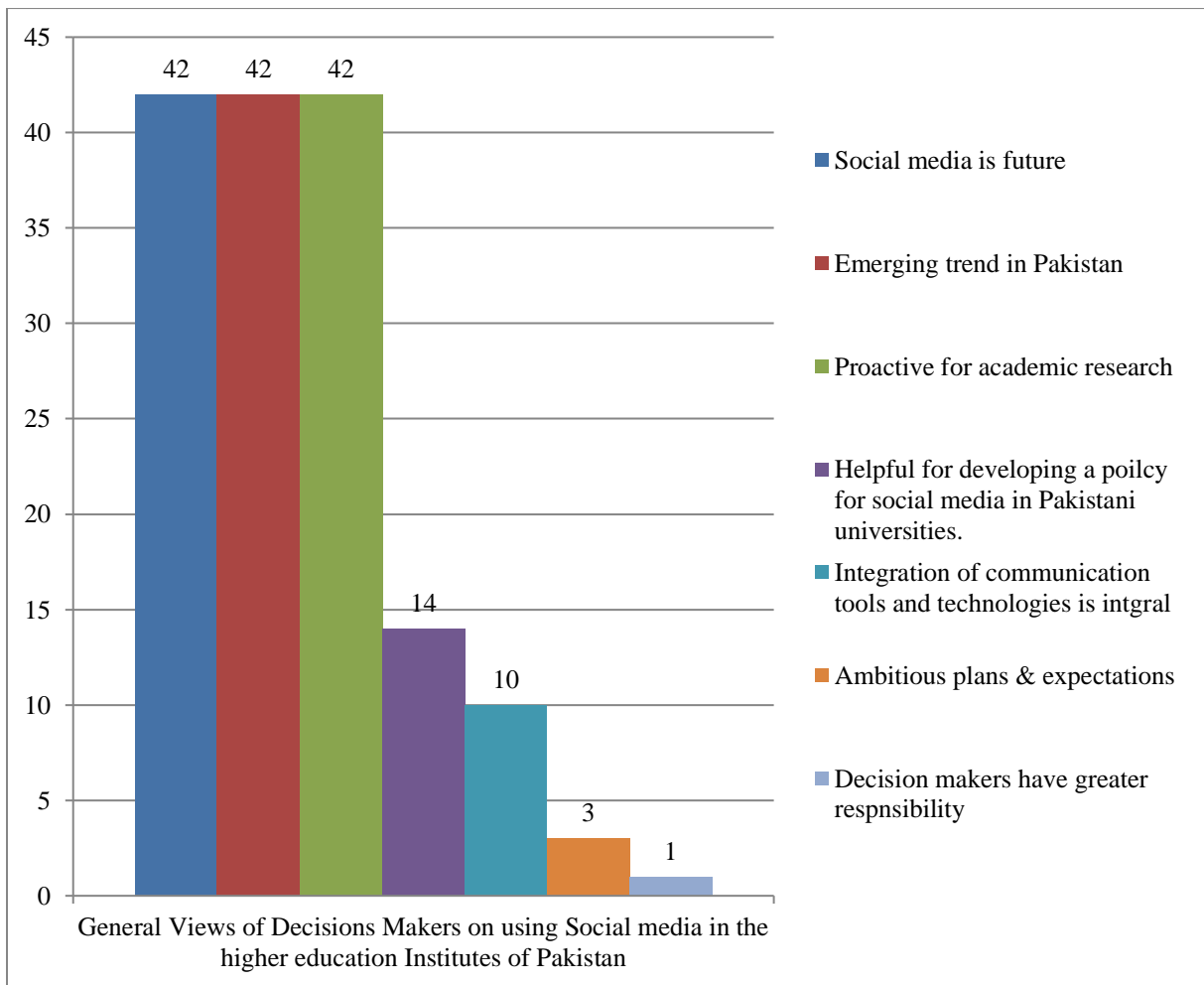
80% of the informants said that the Vice Chancellor, Rector, the Registrar or Campus Director, make decisions in their institutes. All these decision makers are agreed on the aspect that in order to be successful in today’s competitive business environment, they must come out of our comfort zones and adopt the changing landscape of the marketing, administration and communication in the higher education sector which is the only source of providing qualified workforce for socio economic development of Pakistan. The higher management considers it welcoming to get maximum benefit of social media networks. They believe that the new ideas are necessary for innovation in higher education sector and adopting the new methods of marketing to take a competitive edge in this regard has become necessary in 21st century. However, the informants told that at the same time, the decision

makers are reluctant and pessimistic towards building and maintaining strategic approach towards use of social media as marketing tool and its integration in the main marketing activities of institutes. Only 10 % of the informants told that their higher management is extreme aggressive and has high degree of support of usage of social media. They have developed independent Departments for social media activities and hired professional staff for effective generating results. The higher management perceives that implementation of proper rulers, social media policies and strategic planning which are extremely essential to provide institutional commitment to such initiatives. The informants i.e., university No. 5 said that “The management understands the fact that 86% sales of various products are done through social media networks in the world these days.” On the contrary, the informant from institute No.8 as one of the 3% of the informants said that “The higher management perceives using social media as wastage of time and cause of incurring legal complications for the universities in future. They believe that it causes online harassment issues for female students and misuse of university information for malice purposes by the external parties. Hence, the higher management advises not to use or integrate social media networks for any official activity.”



Figure#2 Strategic Perceptions of the Decision Makers

The last question was general inquiry into the views of informants about role of social media as a digital source for the advancements of higher education institutes and its significance in academic research for future studies in Pakistan being a developing country.



Figure#3 General Views of the Decision Makers for Social Media Use

The indispensable research for higher education sector as access to internet grows

90% of the informants said that social media networks are growing day by day. Every segment of society prefers using Facebook, Twitter, Instagram etc., all the time and it is changing the shape of world. Higher education institutes in Pakistan have no exemption as well. This will grow as technology is rising and there will be indefinite advantages for Pakistani universities. The informants believe that there is very high potential and benefit of academic research in this area for the young researchers. It is absolutely a new emerging trend in Pakistan which has radiant future. It has become necessity and there is dire need to investigate and study public relation theories and marketing theories with respect to social media in the higher education sector of Pakistan. The technologically advanced countries are moving ahead based on their development in information communication technologies. Hence, the informants said that social media is future, so it must be explored in academic research with respect to its impacts on higher education from different perspectives including the strategic approach.

Source for developing social media policy & guidelines in higher education sector of Pakistan

30% of the informants said that it generally very interesting and will help to come up with some policy guidelines for higher education sector of Pakistan which is lacking. Such research can be very thoughts provoking if conducted at strategic level. The informant showed their concern as well that there is not enough research or literature already available in Pakistan. More and more studies should be conducted in management sciences with respect to social media the higher education sector of Pakistan. 25% of the informant said that there will be more need of such studies in future because higher education sector is growing day by day and integration of communication tools and technologies shall become an integral part is dynamic progress of universities while competing with other universities in the region and on the globe.

The decision makers in higher education must come forward to practically encourage the integration and such studies

The informant from institute No.17 said that “The decision makers of the universities must be motivated with the significance of using social media at university level. There needs to some formal proposals to be discussed in academic and administrative statutory bodies meetings of higher education institutes where there should be detailed deliberation on the prospects of the use of social media for various purposes because the future belongs to a digital age”.

Discussion

The increasing popularity of social media networks in Pakistan, coupled with the importance of institutional branding and dissemination of information, has motivated Pakistani higher education institutes to venture out on social media for multiple purposes. 90% of the Pakistani higher education institutes are maintaining their presence on social media where they show different levels of engagement with the audience.

The most important and notable factor is that among all the higher education institutes using social media, the similar percentage i.e., 90% don't have any formal social media strategy, policy, set of well-crafted guidelines, rules of business and regulations duly approved by their respective statutory bodies for getting effective results and benefits from the use of social media technology. It is the first and foremost drawback towards not having a strategic approach for social media. Being unable to ignore and hide from the changing needs of marketing paradigms in the 21st century, the institutes are using social media based on informal and general understandings.

There could be multiple reasons for not having a social media policy which include traditional & old fashioned decision makers, paradigm shift from traditional to digital media is time taking, yet it is time for trial & error method i.e., start using social media on experimental basis initially, weak cyber-crime laws in Pakistan, university structure i.e., public & private as education is very cheap in public universities and very expensive in private universities and last reason can be lack of interest of higher education governing bodies in Pakistan which are acting very passive to make digital higher education sector with devising and implementing centralized policies. Despite catering immense benefits as

found in the results, Pakistani higher education institutes are still reluctant to frame proper policy and a strategic framework for the use of social media networks which is the main hurdle in the way of social media networks integration in higher education sector of Pakistan.

This scenario needs attention and necessary measures to fill the policy gap. Bélanger (2014) has highlighted the need and significance of a well-established social media marketing strategy and policy guidelines for universities for two significant reasons. First, having a social media marketing policy would allow the universities to keep social media accounts easily transferable between different employees instead of being dependent of single person. Secondly, it would also help a university to keep its social media efforts aligned with other running marketing campaigns of the competitor universities. Another paradoxical situation has while analyzing the results achieved through interviews. Like the above mentioned, it also directly relates to strategic approach of the higher education institutes in Pakistan with respect to effective use of social media. While majority of the decision makers are agreed to the fact that there is no existence possible without being present on social media and integrating social media technologies in teaching, marketing and communications. However, at the same time they are not ready to fully accept this paradigm shift. It can safely be judged from the fact that only 10% of the higher education institutes in Pakistan, having official presence in social media, have hired professional & qualified staff for operating social media accounts whereas in the remaining 90% institutes, the responsibilities of managing social media networks have been assigned as additional duties to irrelevant and non-professional staff from various other departments including Registrar Offices, Information Technology Department, Mass Communication Department and in some cases, the Admission and Students Affairs Offices have been involved in discharging such duties which kills the spirit of the subject. There could be some other valid reasons of these prevailing paradoxical situations.

Conclusion

Majority of the Pakistani higher education institutes are being headed either by researchers or professors where there is immense need of professional educational managers and leaders who must have excellent visionary administrative skills to steer higher education institutes in true letter and spirit of the local needs and global trends. Moreover, old age, bureaucratic style of management, a huge generation gap, misperceptions about the learning needs of the millennial and lack of exposure to the progressive global educational world are other big hurdles which stop these decision makers to welcome digital changes in the higher education system. Ultimately, these factors affect the strategic insight of the decision makers and they land in using social media just for the sake of it instead of looking forward to the challenges of digital age for preparing futuristic planning and achievable goals from the use of social media. The examples set by US universities as mentioned in Literature Review regarding integration of social media in mainstream activities could be a great source of inspiration and a benchmark to put the Pakistani education sector on digital roads.

As highlighted in literature section there is not much research available with respect to the use of social media in higher education sector of Pakistan. The results of current study display in its question no.4 that the decision makers are positive and optimistic about the need of academic research on social

media in higher education. As 90% of the informants told that social media was changing the world every day and there was dire need to incorporate social media in the mainstream activities of the institutes. To pace with the global trends and to encourage further research on the topic, social media needs attention in Pakistan. The question arises if the decision makers acknowledge the significance of social media and its impact on daily educational life of a university, why they are not willing to adopt a strategic approach towards the adoption and integration of social media? There are certain reasons that have been highlighted in the current study, but further research is required explore in depth other factors too.

Recommendations

- i. The development of a comprehensive policy and strategic framework for the use of social media in the higher education sector of Pakistan is extremely important in the existing scenario. If universities are willing to join the conversation and embrace social media sites in some form, they must create strong and effective policies for their use and assign staff members with specific monitoring and contribution tasks (Solis 2008).
- ii. The attitude of decision makers must be encouraging, motivating and supportive in this regard so that information communication technologies and social networking sites can fully be integrated in higher education system of Pakistan through proper procedures and mechanism.
- iii. The higher education governing bodies in Pakistan including Higher Education Commission, Ministry of Federal Education & professional Training and Ministry of Information Technology should devise a centralized policy for incorporating information communication technologies in the higher education sector of Pakistan.
- iv. There should be frequent seminars and awareness sessions throughout higher education institutes of Pakistan on smart learning techniques and the use of web-based technologies. It will motivate the youth to explore the uses of social media from different perspectives of higher education.
- v. The government of Pakistan should organize national and international workshops and discussion forums for decisions makers in collaboration with professors and professional of communication studies and digital media for addressing the future challenges which universities may face in the long run.

Future Research

However, for future research, some further studies can be made on comparative investigation regarding strategic approach toward social media between public and private sector institutes of higher learning in Pakistan and Inter-provincial universities study can be conducted in Pakistan to assess the trends of use of Facebook and other social networks in Pakistan. Students' perspective can also be explored in comparison to management's perspective for future studies.

References

- Anderson, T. (2019). Challenges and Opportunities for use of Social Media in Higher Education. *Journal of Learning for Development*, 6(1), 6-19.
- Benson, V., & Morgan, S. (2018). Measuring the social impact: How social media affects higher education institutions. In *Social media marketing: Breakthroughs in research and practice* (pp. 1167-1184). IGI Global.
- Bélanger, C. H., Bali, S., & Longden, B. (2014). How Canadian universities use social media to brand themselves. *Tertiary Education and Management*, 20(1), 14-29.
- Barnes, N. G., & Lescault, A. M. (2011). Social media adoption soars as higher-ed experiments and reevaluates its use of new communications tools. *Center for Marketing Research. University of Massachusetts Dartmouth, North Dartmouth, MA*.
- Bernoff, J., & Li, C. (2008). Harnessing the power of the oh-so-social web. *MIT Sloan management review*, 49(3), 36.
- Bryant, A., & Charmaz, K. (Eds.). (2007). *The Sage handbook of grounded theory*. Sage.
- Chugh, R., & Ruhi, U. (2018). Social media in higher education: A literature review of Facebook. *Education and Information Technologies*, 23(2), 605-616.
- Dabbagh, N., & Kitsantas, A. (2012). Personal Learning Environments, social media, and self-regulated learning: A natural formula for connecting formal and informal learning. *The Internet and higher education*, 15(1), 3-8.
- Deshpande, R. (1983). "Paradigms lost": On theory and method in research in marketing. *Journal of marketing*, 47(4), 101-110.
- Dumpit, D. Z., & Fernandez, C. J. (2017). Analysis of the use of social media in Higher Education Institutions (HEIs) using the Technology Acceptance Model. *International Journal of Educational Technology in Higher Education*, 14(1), 1-16.
- Ghauri, P. (2004). Designing and conducting case studies in international business research. *Handbook of qualitative research methods for international business*, 1(1), 109-124.
- Hafeez, E. Growth of Business Schools on Social Media A Comparative Analysis with focus on IBA Karachi A Case Study.
- Hemsley-Brown, J., & Goonawardana, S. (2007). Brand harmonization in the international higher education market. *Journal of business Research*, 60(9), 942-948.
- Jonsen, K., & Jehn, K. A. (2009). Using triangulation to validate themes in qualitative studies. *Qualitative Research in Organizations and Management: An International Journal*.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business horizons*, 53(1), 59-68.
- Lam, L. (2012). An innovative research on the usage of Facebook in the higher education context of Hong Kong. *Electronic Journal of E-learning*, 10(4), pp378-386.

- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business horizons*, 52(4), 357-365.
- McCallin, A. M. (2003). Designing a grounded theory study: Some practicalities. *Nursing in critical care*, 8(5), 203-208.
- Ozuem, W., Howell, K. E., & Lancaster, G. (2008). Communicating in the new interactive marketspace. *European Journal of Marketing*.
- Qureshi, I. A., Reuben, S. J., Whitty, M., & Raza, H. (2014). Impact of Information Technology on Management Efficiency: A Case Study of the Banking Sector of Pakistan. *The International Journal of Business & Management*, 2(9), 49.
- Reuben, R. (2008). The use of social media in higher education for marketing and communications: A guide for professionals in higher education.
- Rahman, S., Ramakrishnan, T., & Ngamassi, L. (2020). Impact of social media use on student satisfaction in Higher Education. *Higher Education Quarterly*, 74(3), 304-319.
- Rosmala, D. (2012). Study of social networking usage in higher education environment. *Procedia-Social and Behavioral Sciences*, 67, 156-166.
- Selwyn, N. (2012). Social media in higher education. *The Europa world of learning*, 1(3), 1-10.
- Sánchez, R. A., Cortijo, V., & Javed, U. (2014). Students' perceptions of Facebook for academic purposes. *Computers & Education*, 70, 138-149.
- Vaast, E., & Kaganer, E. (2013). Social media affordances and governance in the workplace: An examination of organizational policies. *Journal of computer-mediated communication*, 19(1), 78-101.