



**ATMIYA  
UNIVERSITY**

**CRITICAL ANALYSIS OF INSTITUTIONAL  
STRATEGIC PARTNERSHIP ON  
PERFORMANCE OF SELECTED ACADEMIC  
INSTITUTIONS OF GUJARAT**

A Thesis

Submitted to the  
Atmiya University,  
For the Degree of

**DOCTOR OF PHILOSOPHY**

in

**FACULTY OF BUSINESS AND COMMERCE**

by

**Popat Keyurbhai Dilipbhai**

Enrolment No. 190381003

Under the Guidance of

**DR. AMIT A. RAJDEV**

Department of Management

**ATMIYA UNIVERSITY,  
Yogidham Gurukul, Kalawad Road,  
Rajkot-360005, Gujarat (India)**

August, 2023

## Declaration by Research Scholar Originality of Research Work

I declare that thesis entitled "*Critical Analysis of Institutional Strategic Partnership on Performance of Selected Academic Institutions of Gujarat*" is my own work conducted under the supervision of **Dr. Amit A. Rajdev** at Department of Management, Faculty of Business & Commerce, Atmiya University, Rajkot, Gujarat, India and approved by the Director of Research.

I further declare that to the best of my knowledge the thesis does not contain any part of any work which has been submitted for award of any degree either in this University or any other University without proper citation.

Date: 22/08/2023

Place: Atmiya University, Rajkot



Signature of the Research Scholar

**Popat Keyurbhai Dilipbhai**

## Certificate of Supervisor

This is to certify that work entitled "*Critical Analysis of Institutional Strategic Partnership on Performance of Selected Academic Institutions of Gujarat*" is a piece of research work done by **Popat Keyurbhai Dilipbhai** under my supervision for the degree of Doctor of Philosophy in Department of Management, Faculty of Business and Commerce, Atmiya University, Rajkot, Gujarat, India

To the best of my knowledge and belief the research work and thesis

- I. Embodies the work of candidate himself / herself,
- II. Has duly been completed,
- III. Fulfils the requirement of ordinance related to Ph.D. degree of the University &
- IV. is up to the standard both in respect of content and language for being referred to the examiner.

Date: 22/08/2023

Place: Atmiya University, Rajkot.



Dr. Amit A. Rajdev

## Thesis Approval Form

The Viva-Voce of the Ph.D. thesis entitled "*Critical Analysis of Institutional Strategic Partnership on Performance of Selected Academic Institutions of Gujarat*" submitted by **Popat Keyur Dilipbhai (Enrolment No. 190381003)** was conducted on **21/08/2023 (Monday)** at Atmiya University, Rajkot, Gujarat

Based on the Performance of the Candidate, We, the panel of examiners, recommend that  
(Please tick any of the following)

1. He / She be awarded Ph.D. Degree  
2. He / She be awarded Ph.D. Degree with minor modification

Please Suggest Modification

3. The following modifications are to be incorporated in the thesis within one month and viva-voce be re-conducted by the same panel of examiners

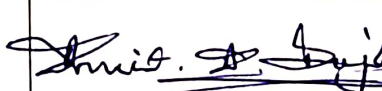


Please Suggest Modification

4. He / She should not be awarded Ph.D. Degree

Please mention Reason for Rejection

Date: 21/08/2023

Place: Rajkot

Signature			
	Research Supervisor	University Nominee	External Examiner



# ATMIYA UNIVERSITY

(Established under the Gujarat Private University Act II, 2018)

Yogidham Gurukul, Kalawad Road, Rajkot - 360005, Gujarat (INDIA)

## Certificate

### Pre Thesis Submission Presentation

This is to certify that **Popat Keyur Dilipbhai** has made Pre Ph.D. presentation on the research work entitled **Critical Analysis of Institutional Strategic Partnership on Performance of Selected Academic Institutions of Gujarat** in the Faculty of Business & Commerce, Atmiya University, Rajkot on 14/07/2023 before Departmental Research Committee for getting feedback and comments.

This is also to certify that all the suggestions and comments given by the Doctoral Progress Review Committee are incorporated. Moreover the presented research work was appreciated and recommended by all attendees.

Date: 14/07/2023

Place: Rajkot

Director

Research, Innovation & Translation



## Declaration by Research Scholar

### Submission of Thesis

I declare that the submitted thesis entitled "*Critical Analysis of Institutional Strategic Partnership on Performance of Selected Academic Institutions of Gujarat*" incorporates

1. All the suggestions / directions / modifications / additions / deletions received from the supervisor and the external examiners through their thesis evaluation reports.
2. All the suggestions / directions / modifications / additions / deletions received from the panel of examiners during the public viva-voce (Open Defence) conducted on 21/08/2023.

Date: 22/08/2023

Place: Atmiya University, Rajkot



Signature of the Research Scholar

Popat Keyurbhai Dilipbhai

## Acknowledgement

Completing this PhD thesis has been a remarkable journey filled with challenges, triumphs, and countless moments of growth. I am indebted to numerous individuals whose unwavering support, encouragement, and guidance have been instrumental in shaping this work and my personal development.

I am profoundly grateful to the Almighty God, the source of all wisdom. His divine presence Brahmawarup HariPrashad Swamiji Maharaj has been a constant source of strength, inspiration, and solace. Param Pujya PremSwarup Swamiji and Param Pujya TyagVallabh Swamiji, have their abundant blessings, guidance, and grace throughout the journey of pursuing this Ph.D. thesis.

I extend my heartfelt gratitude to my esteemed supervisor, Dr. Amit A. Rajdev. His unparalleled expertise, invaluable insights, and constant motivation have been the driving force behind this thesis. His dedication to excellence and unwavering commitment to my success have been truly inspiring. I am profoundly grateful for their guidance, mentorship, and patience throughout this arduous process.

I extend my sincere appreciation to the members of my supervisory committee, Professor Dr. Hitesh Shukla, Professor Dr. Abhay Raja, and Dr, Vishal Khasgiwala for their valuable feedback, insightful suggestions, and constructive criticism. Their expertise and commitment to excellence have greatly enriched the quality of this research.

I am indebted to the faculty members of Atmiya University, Rajkot namely Dr. Sheela Ramachandran, Dr. Jayesh Deshkar, Dr. D. D. Vyas, Dr. Ashish Kothari, Dr. Shital Tank, Dr. G. D. Acharya, Dr. Vishal Khasgiwala, Dr. Meghashree A. Dadhich, Dr. Chirag Erda, Dr. Kairvi Rathod Dr. Parth Dave for their knowledge, passion, and dedication to fostering a rich academic environment. Their teachings, rigorous coursework, and intellectual challenges have played a crucial role in shaping my research skills and expanding my horizons.

I am humbled and profoundly grateful to have the opportunity to express my deepest appreciation to the remarkable individuals Mr. Kiran Patel, Mr. Manan Chokasi, Mr. Amol Arora, Dr. Preeti Nair, Mr. Beas Dev, Mr. R. Kamath, Mr. Piyush and lot of institutions who have accompanied me throughout my PhD journey.

I would like to express my sincere gratitude to the research participants who dedicated their time and shared their experiences for the purpose of this study. Their willingness to participate and contribute to the advancement of knowledge in this field has been truly inspiring. Without their cooperation and support, this research would not have been possible.

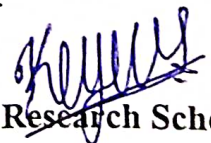
I would like to express my heartfelt gratitude to my fellow researchers and colleagues and friends namely Mr. Tushar Ranpariya, Mr. Divyang Tiwari, CS Bhavin Patel, Dr. Reva Mishra, Mrs. Kanchan Vadher, Mr. Rajubhai Gadhvi, Mr. Paras Parmar who have provided a supportive and stimulating academic community throughout my Ph.D. journey. Their collaboration, discussions, and exchange of ideas have been invaluable in shaping my research and broadening my perspectives. Their understanding and encouragement during the highs and lows of this challenging endeavor. Their presence, laughter, and friendship have provided solace and balance in my life, reminding me of the importance of maintaining a well-rounded and fulfilling life beyond academia.

I would like to express my gratitude to my family for their unwavering support throughout this endeavor. To my parents, Dilipbhai and Madhuben, your boundless love, encouragement, and sacrifices have been the bedrock of my achievements. I am forever grateful for your belief in me and for instilling in me the value of education.

A special word of appreciation goes to my beloved brother Mr. Manish D. Popat for providing financial and motivational support. This funding and support have not only alleviated the burden but have also enabled me to focus whole heartedly on my objectives.

Lastly, I want to dedicate this thesis to my spouse, Foram and our beloved daughter, Aansi, whose unwavering love, patience, and understanding have been my anchor throughout this journey. Their constant support, encouragement, and sacrifices have given me the strength to overcome obstacles and reach this significant milestone.

Completing this PhD thesis has been a transformative experience, and I am acutely aware that it would not have been possible without the support of these exceptional individuals. I am honored to have had the opportunity to work with such extraordinary minds and to be part of a vibrant academic community. Thank you all from the bottom of my heart.



Signature of the Research Scholar

**Popat Keyurbhai Dilipbhai**



## List of Figures

<b>Figure No.</b>	<b>Name of the Figure</b>	<b>Pg. No.</b>
<b>Figure 1.1</b>	Strategic Partnership Alternative Possibilities)	8
<b>Figure 1.2</b>	Synergic Performance of Academic Institution	32
<b>Figure 2.1</b>	Emergence of Key Topic	130
<b>Figure 2.2</b>	Process of Strategic Partnership	137
<b>Figure 2.3</b>	Methodology of the Study	137
<b>Figure 3.1</b>	Objectives Mapping	148

## **List of Tables**

<b>Table No.</b>	<b>Name of Table</b>	<b>Pg. No.</b>
<b>Table 1.1</b>	List of Skill Based Programs Available in The Form Strategic Partnership	13
<b>Table 3.1</b>	Institute Name and No. of Students included in the Study	150
<b>Table 3.2</b>	Demographic Information of Participants)	150
<b>Table 4.1.1</b>	Improved in Student's Academic Achievements	161
<b>Table 4.1.1A</b>	Estimated Margin Means	162
<b>Table 4.1.1B</b>	Two - Way Anova Test – 1	162
<b>Table 4.1.2</b>	Increased Research Output & Publications	165
<b>Table 4.1.2A</b>	Estimated Margin Means	166
<b>Table 4.1.2B</b>	Two - Way Anova Test – 2	166
<b>Table 4.1.3</b>	Student Satisfaction Level	169
<b>Table 4.1.3A</b>	Estimated Margin Means	170
<b>Table 4.1.3B</b>	Two - Way Anova Test – 3	170
<b>Table 4.1.4</b>	Alumni Engagement	173
<b>Table 4.1.4A</b>	Estimated Margin Means	174
<b>Table 4.1.4B</b>	Two - Way Anova Test – 4	174

<b>Table 4.1.5</b>	Improved Employability	177
<b>Table 4.1.5A</b>	Estimated Margin Means	178
<b>Table 4.1.5B</b>	Two - Way Anova Test – 5	178
<b>Table 4.1.6</b>	Enhance Academic Reputation & Prestige	181
<b>Table 4.1.6A</b>	Estimated Margin Means	182
<b>Table 4.1.6B</b>	Two - Way Anova Test – 6	182
<b>Table 4.1.7</b>	Enhance International Learning Experience & Exposure	185
<b>Table 4.1.7A</b>	Estimated Margin Means	186
<b>Table 4.1.7B</b>	Two - Way Anova Test – 7	186
<b>Table 4.1</b>	Summary Result of Two Way Anova	189
<b>Table 4.2A</b>	Paired Samples Statistics	191
<b>Table 4.2B</b>	Paired Samples Test	192
<b>Table 4.2</b>	Summary Result of Paired T test	193
<b>Table 4.3.1</b>	Cross Tabulation – 1	195
<b>Table 4.3.2</b>	Cross Tabulation – 2	197
<b>Table 4.3.3</b>	Cross Tabulation – 3	199
<b>Table 4.3.4</b>	Cross Tabulation – 4	201
<b>Table 4.3.5</b>	Cross Tabulation – 5	203

<b>Table 4.3.6</b>	Cross Tabulation – 6	205
<b>Table 4.3</b>	Summary Result of Chi Square Independence Test	206
<b>Table 4.4.1A</b>	Group Statistics for Genders (Male & Female)	208
<b>Table 4.4.1B</b>	Independent Samples T Test for Genders (Male & Female)	209
<b>Table 4.4.2A</b>	Group Statistics for ‘Streams (Comm. & Science)	211
<b>Table 4.4.2B</b>	Independent Samples T Test for Stream (Comm. & Science)	212
<b>Table 4.4.3A</b>	Group Statistics for Associations (Student & Faculty)	214
<b>Table 4.4.3B</b>	Independent Samples T Test Asso. (Student & Faculty)	215
<b>Table 4.4.4A</b>	Group Statistics for Educational Qualification	217
<b>Table 4.4.4B</b>	Independent Samples T Test for Educational Qualification	218
<b>Table 4.4</b>	Summary Result of Independence T test	220
<b>Table 4.5.1A</b>	Performance Measurement Association (Faculty & Student)	221
<b>Table 4.5.1B</b>	Chi-Square Test Statistics	222
<b>Table 4.5.2A</b>	Performance Measurement Gender (Male & Female)	223
<b>Table 4.5.2B</b>	Chi-Square Test Statistics	224
<b>Table 4.5.3A</b>	Performance Measurement. EQ (Higher Edu. & School)	225
<b>Table 4.5.3B</b>	Chi-Square Test Statistics	226
<b>Table 4.5.5A</b>	Performance Measurement Edu. (Commerce & Science)	227

<b>Table 4.5.4B</b>	Chi-Square Test Statistics	228
<b>Table 4.5</b>	Summary Chi Square Goodness of Fit	229
<b>Table 4.6.1A</b>	One-Sample Statistics for Primary Purpose	230
<b>Table 4.6.1B</b>	One-Sample Test for Primary Purpose	231
<b>Table 4.6.2A</b>	One-Sample Statistics for Effectiveness	232
<b>Table 4.6.2B</b>	One-Sample Test for Effectiveness	233
<b>Table 4.6.3A</b>	One-Sample Statistics for Benefits	234
<b>Table 4.6.3B</b>	One-Sample Test for Benefits	235
<b>Table 4.6.4A</b>	One-Sample Statistics for Measurement	236
<b>Table 4.6.4B</b>	One-Sample Test for Measurement	237
<b>Table 4.6.5A</b>	One-Sample Statistics - Factors for Successful	238
<b>Table 4.6.5B</b>	One-Sample Test for - Factors for Successful	239
<b>Table 4.6.6A</b>	One-Sample Statistics for Challenges	240
<b>Table 4.6.6B</b>	One-Sample Test for Challenges	241
<b>Table 4.6.7A</b>	One-Sample Statistics for Potential Risk	242
<b>Table 4.6.7B</b>	One-Sample Test for Potential Risk	243
<b>Table 4.6.8A</b>	One-Sample Statistics for Recommendation	244
<b>Table 4.6.8B</b>	One-Sample Test for Recommendation	245

<b>Table 4.6.9A</b>	One-Sample Statistics for Influence on Faculty & Staff	246
<b>Table 4.6.9B</b>	One-Sample Test for Influence on Faculty & Staff	247
<b>Table 4.6.1</b>	Summary Result of One Sample T – 1	250
<b>Table 4.6.2</b>	Summary Result of One Sample T – 2	251