

## EXECUTIVE SUMMARY

A college committed to attaining quality accreditation and becoming the country's first accredited government higher educational institution is a great story and inspiring to understand. The story of such a college which was growing, and while managing the growth, has managed to achieve the quality accreditation making it significant for not only an educational institute seeking a sustained growth but also for any business entities, in general, is a greater lesson how to drive an organisation towards sustained growth. The company chosen for this case study is the College of Banking and Financial Studies (CBFS) is a government organisation operating under the jurisdiction of the Central Bank of Oman (CBO). CBFS offers a broad range of Diploma, Bachelor's and Master's programmes, in areas related to Business Administration, Accounting, Auditing, Finance and Banking. The courses are both internally developed as well as academic and professional programs in partnership with international universities and professional bodies.

The theme of the case study sustained growth through strategic orientation. From its very small start-up in 1983, CBFS has grown to the state of OAAA accredited first Oman government higher education institution. One of the remarkable success stories of the college is its journey to the achievement of OAAA accreditation recently while maintaining a pleasant student growth. The case study aims to describe how CBFS was able to achieve sustained growth, to study strategic orientation and to explain whether sustained growth is influenced by strategic orientation, staff development, stakeholder engagements and quality accreditation initiatives. The case builds a conceptual framework for the study and the relevant areas on the key constructs of the conceptual framework about Sustained growth, Strategic Orientation, Staff Development and Stakeholder Engagement, and Quality and accreditation on the sustained growth are considered. The case provides the relevant insights on the critical areas of academic work done related to the constructs, as mentioned above, are used to pin the theoretical framework required.

The case framework depicts the key drivers pinned by past literature can be used to explain the key contributors to the success of the CBFS. These drivers and coincide with the key event took place in the history of CBFS. The literature support for the key driver and the outcome separately, where empirical evidence shows that strengthening the strategic

orientation by adopting a Balanced Score Card approach enabled the firms to enhance the business performance. Similarly, Staff development, Stakeholder engagement, Quality and Accreditation Practices supported the firms in the educational industry to enhance the performance and attain sustainable growth.

The authors collected the data to validate the selected drivers which lead to attaining the sustainable growth of the firm. Primary data and secondary data were collected for this study. Primary data for this case study had been collected through face to face in-depth interviews. A set of questions were prepared, and the authors moderated focus group studies to gather more qualitative data. Secondary data have been collected from various internal and external sources. Internal sources are quarterly college newsletter (10), email and memorandums (50). The secondary data has been collected through external sources such as newspaper, magazines and websites. This case then presents a narrative of the case study. A detailed background of the company is presented, with evidence for achievement of the outcome using both qualitative feedback from the interviews supported by secondary data. The timeline of the period under study is also presented with various components such as a series of events, milestones, growth in students population and other important criteria. The contents are developed by incorporating quotes delivered in the interviews and focus group discussions. The case employs tools such as graphs, images, charts, tables, figures and other necessary documents to illuminate the narrative further.

Through a comprehensive literature review authors identified derives which is used to measure the outcome of sustained growth of a firm and the drivers which supports to attain the outcome. The finding of this research had shown clearly the relevance of the outcome measures and the contribution of the drivers which support CBFS to attain sustained growth. Strategic orientation approach of CBFS was the primary driver which support the college to attain the sustained growth which was supported by the literature. The significant event took place in CBFS history was its revision of mission and strategic alignment to prepare the college to get the OAAA accreditation. Further initiatives such as stakeholder engagement, quality and accreditation also supported the CBFS to attain the sustained growth. This case study depicts the lesson that the strategic orientation enabled the college to attain sustained growth.