



A COMPARATIVE ANALYSIS ON THE APPLICATION OF CHINESE SUN TZU & WESTERN TRANSFORMATIONAL LEADERSHIP PRINCIPLES IN CONTEMPORARY PROJECTS

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ABSTRACT:

Pakistan and China share a sturdy model of friendship based on esteemed trust and understanding where they share and exchange technology, research, cooperation, and much more like true neighbors where CPEC is a true depiction of this relationship. But, any project is cannot accrue desired results unless it is implemented with a vision for its success accompanied by effective leadership practice which are always crucial for the successful execution of any project where different nations adopt different practices as per their suitable environment. Globalization has presented new challenges of management for Project leaders with complex scenarios of managing cross-cultural teams. The involvement of the multiplicity of actors makes it a difficult proposition. Another important aspect of globalization is the use of technology to provide project management solutions. This research paper will explore the impact of diverse cultures in the management of projects. The study is conducted using a theoretical review of the literature. Different papers related to cross-culture management and its impact on project management practice have been studied and included in the paper. This paper is a comparative analysis of Sun Tzu and transformational theories of leadership in the context of the Infrastructure development project of CPEC. Although, both theories have different features



which is worthwhile for a successful project working environment and leadership are considered to be the factors that make any leadership model successful. In this study, regression and correlation analysis concluded with the fact that the transformational model of leadership is more effective in the infrastructure development project of CPEC.

KEYWORDS: Sun Tzu Leadership, Transformational Leadership, CPEC, Project Success, Project Performance, Cross-cultural projects management.

INTRODUCTION:

As globalization has been expanding, researchers have increasingly recognized the importance of the cultural impact in leadership because cultural characteristics such as language, beliefs, values, and religion affect people's behavioral and attitudinal preferences in leadership (Dorfman et al. 1997; Hofstede 1980; Hofstede, and Minkov 2010; House et al. 2004). To address this important issue, many scholars have conducted research to identify effective leadership styles in various cultures. Similarly, Considering the integrating approach to take a step ahead of the pack in this competitive and messy global business world, Business organizations and establishments are impending to project management to accomplish reliably business objectives and results. The provision of business success is recognized through the accomplishment of projects, and in crux that is the way that project management approaches drive organizational success.

The speed and connectivity across the globe made international projects a common phenomenon with big states working in smaller countries to achieve mutual benefits and objectives (Lawrence, 2000). The world has become ever more heterogeneous and culturally diversified. Understanding the cultural values of foreign cultures is particularly important as multinational enterprises extend their operations around the globe (Podrug, 2011). While more and more projects are being executed successfully using multicultural teams; the management of projects of international dimension with varying stakeholders, work ethics and cultural requirements is no less than a challenge. Leaders today need to be culturally sensitive and promote creativity and motivation through flexible leadership. While understanding the difference in culture, norms and behavior, they also adapt to practices and policies that suites mutual growth, improvement in networking and strategies to achieve desired objectives.

In the same pursuit, the dawn of the new century has seen the rise of the Chinese dragon; with clear signs of the Chinese economy becoming man contributor to the global economy. Due to its large population, Size enormous economic resources, location, diversity and development China is in a position to offer so much to its neighbours. Like all robust economies, China has embarked on the road to the pursuit of global connectivity with unleashing its resources of the mammoth plans of the Global Maritime Silk Road and One Belt One Road strategy (Lin & Nowak, 2018).



To embark on this journey China Pak Economic Corridor Project (CPEC) has been chosen as the flagship project. This project has been termed as a game changer for Pakistan while steering the China-Pakistan friendship and level of cooperation to a new unprecedented dimension. Though cooperation in the military, nuclear and political realm has a history that both nations could be proud of, and CPEC will be the first project that China and Pakistan will embark on economic project with such enormous global and financial dimension. This project will engage cross cultural workforce and leadership at cross cultural dimension (Mach et. al.,2015). The CPEC will unfold the cross cultural leadership as well as project management challenges and risks. Chinese leadership styles, business ethics and methods of doing projects like Belt and Road initiative are not only different but unique in many ways (Liaquat & Jianing, 2017). As Chinese leadership take guidance from the Confucius and Sun Tzu philosophies (Kissinger, 2011). Pakistan on the other hand follow western leadership practices and ethics and certain Islamic leadership practices.

In today's fast moving world where the cultural boundaries are vanishing on a rapid pace and multinational workforces are negotiating leadership is no more limited to only one place. (Eisenbeib & Brodbeck, 2013). Culture acts as an outside source of have an impact on employee behaviours on every day private lives which consequently influences all people's behaviour in the enterprise. Due to the fact anyone brings some other piece of the "outdoor world" into the workplace. Together, the effect of lifestyle on each man or woman creates a exchange in the lifestyle of the organisation itself. Subculture, because the collective programming of the mind, distinguishes one institution or category of human beings from another (hofstede, 1993). Management styles and subculture are very a good deal related to each different. Consequently many definitions of leadership provide an explanation for that it's far the" interplay between the chief, the follower, and the scenario" (hughes, 2002). That one management fashion or behaviour will be widespread via the follower in a single tradition, but it may be appeared as beside the point in any other. (ah chong and tashom,1997) explains that the tradition affects the future leader's behaviour by using the example of pacific islanders who anticipate leaders to provide particular commands, but don't believe in the equal behaviour for a perfect chief in anglo-ecu environment. Furthermore, Nguyen, Killen, Kock & Gemünden, (2018) highlighted the fact that within the environment of disproportionate power distance tradition the paternalistic management are much more likely to be standard than in decrease one. Similarly, (dorfman,1996) indicates that since lifestyle may be handled as invisible detail that determines the nature of the situational capabilities so that you can act as effective substitute for leadership. In addition, the evaluation of effective leadership is always influenced by the environment (thomas, 2008). As a whole, any leader who don't have the capability to maintain the organization harmony are considered to be the poor and worthless leadership in the collectivist culture. However, despite of the fact that this particular model of leadership portrays a specific and clear framework for the mutual connectivity of subculture and management of an organization, some new theorists argue that these theories are not enough to answer the questions that how to manage the interplay between expatriate leader and the corresponding nearby fans. But some scholars come up with the studies that this issue is



only confronted by the leaders who are no longer familiarize with the cross way of life staff by way of giving two vital hints (peterson, brannen, & smith, 1994). Like, the chief's overall performance who does not consciously focus on the group harmony and interest are considered to be poor, ineffective and inefficient in the collectivist culture. However, even though this version reflects a clear connection between tradition and leadership, where few theories argue with the fact that these theories does not explain that, how to deal with the manipulation of expatriate chief and local fans.

BACKGROUND OF THE STUDY:

The China Pakistan Economic corridor (CPEC) is the most significant Project both countries have undertaken. While it is important for Chinese to establish their connectivity with the west, it is enormously important for Pakistan to stable its economy and improve its current state of economy through development of infrastructure, energy and connectivity projects. As a result China will boost its trade ties with rest of the world including west via CPEC ((Liaquat & Jianing, 2017).). The Chinese underdeveloped regions will get chance to play their role. On the other hand, Pakistan will get new technology, knowledge transfer, and industrial zones and parks to boost its economy and trade. This Project is the largest undertaken by Pakistan and involves highest Foreign Direct Investment (FDI) in last ten years together. This on one side is a great opportunity, but on the other side entails enormous challenges also.

In such cross cultural feats, the cultural differences, leadership philosophy and behaviours determine the success and failure of any Project (anderson. Et, al;2015). In order to achieve the desired objectives of the project participating teams from countries will focus on discovering the most appropriate leadership style to make this mega project a success. For the sake of this research, the paper we will focus on "Sun Tzu" leadership style and "Transformational" leadership style. There are a number of papers and books on Sun Tzu's the artwork of War applying the war strategies in business and management environments. A lot of these papers highlight key attributes and Sun Tzu's strategies and in some instances relate the use of these strategies in modern management (lee et. Al; 1998). In addition, transformational management encompasses various aspect of modern day projects.

SIGNIFICANCE OF THE STUDY:

Studies on cross cultural projects' management has developed extensively and received a number of attention of the researchers in the latest years each in theoretical spheres. However, there still remains a paucity of research, in the study of leadership in cross cultural projects. This study aims to contribute to the literature through combination of "Sun Tzu" and "transformational management styles in order to find managerial implications for teams and management that in



cross-cultural challenge environments. Our study can be useful to assimilate influences of “Sun Tzu and transformational leadership on execution of “CPEC.”

RESEARCH QUESTIONS:

Q1. Does “Leadership style in a cross cultural environment plays a Pivotal role in the effective execution of the project”?

Q.2 Is there any relationship between “Sun Tzu leadership and Project Performance?

Q3. Is there any relationship between “Transformational Leadership and Project Performance?

Q4. Does the combination of Sun Tzu and Transformational leads to better Project Performance?

RATIONALE OF THE STUDY:

The most important objective of the study is to figure out what leadership styles or its attributes a project managers can adopt while executing CPEC project. Secondly to check if Sun Tzu and Transformational leadership styles can work together in the Pakistani environment where the game changer project CPEC is taking place.

LITERATURE REVIEW:

Various modes of leadership and its cultural values are interconnected with each other therefore, Leadership is often defined as the” interaction between the leaders, followers and the situation. But (Toor & Ofori, 2006) explains leader as a package of personal traits, cognitive skills and situational management. Also, one leadership style may not be suitable in all scenarios due to the distinct properties that a project team (Hobbs, 2015). Yan, develop a theoretical framework to reveal the fact that, how societal and cultural boundaries manipulate the impression of a leader in front of his followers which influence the effectiveness of leadership (2005). He also explains that in some cultural environment prototype leadership is more effective than the quality leadership while some cultural settings attach leadership effectiveness with the performance outcomes so, there is no generalized form of effective leadership but it can vary from culture to culture. Therefore, culture act as an external source which leave the footprints on every individual, reflected in the behavior of a person at his work place. Therefore it is imperative to study leadership styles and principles in a project context. This is because leadership has a direct link with a project’s success rate (Anantatmula, 2010; Geoghegan & Dulewicz, 2008; Jiang, 2014; Müller & Turner, 2007). Some studies consider knowledge, confidence and personality as a core value of true leader but leadership is the method of influencing the team members through motivation to accomplish their targets which set the direction of organization towards growth and it is the responsibility of leadership to induce positive change within the organization (Riaz, Tahir & Noor, 2013).



According to (PMI, 2007) style of leadership is a set of skills and peculiarities of an individual which is associated with what leader said, what he express and what he performs (Anderson & Sun, 2015) where every organization possess differentiated leaders with unique form of leadership (Richardson, Millage, Millage & Lane, 2015) but the style of leadership adopted by the leader helps in evaluation of project success or failure (Richardson et.al, 2015). As the leadership is evaluated on the grounds of its performance. Hence leader's performance that does not focus on the group harmony and interest will be considered as negative and ineffective in any culture.

Project Success

It is very clear that target achievement is a core job and challenge for any management but there is no specific standard method to evaluate targeted success in the available literature of management (Baccarini, 1999) so, target achievements are assessed by different modes depending upon the approach for research (Shenhar et al., 2001)(Prabhakar,2008). Baker, Murphy & fisher, referred the fact that pleasure received by the purchaser must be attached with the end result and considered to evaluate the success or failure of any tasks(1998). Project success criteria has been developed on the triple constraints (cost, schedule, and performance) (Hassan Imam & Muhammad Kashif Zaheer, 2021)(PMI, 2017). Similarly, (Baker, murphy and fisher,1983, 1988) quoted (Prabhakar, 2008, page 4) that project success totally depends upon the eventual satisfaction and pleasure of parties related to and affected by any project while some authors oppose Prabhakar and attach the project success with fee, time and pleasant referred by (Cooke-davies, 2001 and Prabhakar, 2008). A major factor for project success is the leadership role and styles that can contribute towards the desired success and outcome as each project and the environment it is executed in requires different styles of leadership suitable to address complexities and conflicts in varying scenarios (Yang, Chen & Wang, 2012). But it is important to differentiate between project success and successful challenge management. Furthermore, (Baccarini,1999), makes efforts to explain the differentiating features of project success and challenge management through his logical framework method which differentiate four degrees of mission objectives, namely purpose, motive, output, and enter along with the framework for defining and comprehending the project fulfillment and success. In a similar way, Müller & Turner highlighted the distinguishing features of project-controlled success and product success instead of evaluating challenge achievement (2007). Where project success is associated with goals and objectives and project success with the project outputs and inputs (Baccarini, 1999). Some scholars (Pinto and Slevin, 1987), (Belassi and tukel,1996) (lim and Mohamed,1999) believe that there is no differentiation between successful project management and Project while (Lim and Mohamed,1999) insisted that project assessment and success should be measured by the response of specific stakeholders. Pinto and mantel (1990) proposed two standards to assess any groups performance (G. Purchaser pleasure) furthermore, they add 'efficiency of implementation segment' that evaluate project success on the basis of performance within the organization and iron triangle while (Andersen & Jessen, 2000) add ten



more factors in that including, time, finances, and quality that environ the extent to which the product is important to the company, the outcome peeve by all stakeholders, the level of learning involved, impetus for future goals, the level of learning and the method of project termination (andersen & jessen, 2000) (Andersen and Jessen, 2000) which generates a comprehensive picture of assessing the success of any project.

Sun Tzu Model of Leadership

China has been make tremendous surge both economic and in social front in the past few decade, and is now one of the dominating societies within the global village (Richardson, millage & lane, 2015). This has been attributed largely to Chinese cultural linkages and historical paradigm . In 500 B.C. SunTzu (or “Master Sun”) gave his master piece “**The Art of War**” with 5 main attributes of courage, firmness, trustworthiness, benevolence and wisdom. SunTzu helps army and organizations/private enterprises seeking supremacy (low and tan, 1995). He focuses more on strategy and military, however, it has been applied in various studies of business and management in contemporary western and eastern studies where competitions need to be so carefully supervised with a desire to win. This aspect of leadership can be compared in modern organizations and with contemporary theorists belongs to China (Lionell Giles, 1994, 2021).

The Art of War is considered to be very influential in Chinese political language where it leaves strong impact on thinking and practice of political and army leaders in modern and past China (Vlado Dimovsk, 2012) which make this philosophy a master piece of literature which is translated in many languages because it explains everything from the internal workings of income processes to funding strategies to modern politics (S.F. Lee & Andrew Sai on Ko 2000). Sun Tzu, philosophy from the point of view of art of war and leadership, provides us precise knowledge of management traits and create in-depth connection with the management practices (Choi, Lee, & Yoo, 2010). He recommend focal commander that, how to achieve organizational outcomes through strategic maneuver which are the key elements of an organized action so, Sun Tzu’s philosophy is considered as a philosophy of strategic leadership (Lee, 2008). The term strategic leadership also suggests a system or institutional perspective that oppose supervisor–subordinate relationship usually used by many theories of leadership such as the situational theory (Hersey and Blanchard, 1981, 1993), the path–goal theory (House, 1971), and the LMX theory (). Sun Tzu’s adherence to the holistic approach to warfare which make his leadership theory fundamentally situational. In (Wu, 2001) Sun Tzu indicate clear themes of addressing unorthodoxy and surprise, and of varying tactics according to circumstances (Chen & Lee (2008, p. 157). The overall context of Sun Tzu principles are reflected in **Art of War** with its numerous translation ad explanations:



School	Period	literature	Theme	Main attributes
Suntzu	400 BC	Art of War	winning the war without fighting)	courage, firmness, trustworthiness, benevolence and wisdom

Sun Tzu also highlight the importance situational psychological factors. He argues that “one who is skilled in directing war always tries to turn the situation to his advantage rather than make excessive demands on his subordinates” (Wu, 2001), which suggests that success depends more on how the troops are strategically and situationally deployed by the leader along with the psychological state of the individual soldiers. Therefore, Sun Tzu’s strategic situational leadership is considered to be closer to the notion of strategic choice (Child, 1995) than the notion of situational determinism in the organizational behavior literature (Davis-Blake and Pfeffer, 1989). Sun Tzu strongly believe that, handling the situation is the basic ability of a leader and hence the project success (Chen and Lee, 2008).

However, as our study is related to CPEC which is one of the largest joint project of 21st century between Pakistan and China, we consider Krause (1996) summary of Sun Tzu’s principles for assessing the success of this project. All successful organizations always review and revise its strategic plans due to the hostile and competitive surrounding environment. For the successful execution of any project organization must review its:

1. Future Planning that review strategies, evaluate estimated targets and the leadership to incorporate these changes.
2. Actions to beat the Competitive through resources available.
3. Cutthroat strategies to execute with wisdom.
4. Calibrations/Positioning by assessing strength and weakness of competitors and themselves.
5. Opportunities and timings to materialize these opportunities.
6. Ability to curb the changing market environment.
7. Management abilities of team to administer conflicts by avoiding collision and confrontation.
8. Affability and adjustability to accept the change.
9. Observation capability to incorporate change as per requirement.
10. Possible modes of challenging situations and reasons that may cause failure.
11. Collaboration strategies in the form of alliance in case of any competitive situation.
12. The environment.



After going through the principles of Sun Tzu's philosophy, it is necessary to identify the possible modes of adopting these philosophies in different business strategies as almost all the organization are confronting with these challenges while the organizations who adopt transformational leadership focus more on their employees satisfaction to make them effective leaders.

In the case of cross cultural CPEC projects wherein teams are from different background and projects have different categories and scope, understanding of respective leadership styles and principles – particularly in a shared leadership context – improves the overall project performance (Hoch, 2014). Therefore, in the CPEC projects context, we now formulate our first hypothesis below:

H 1: Leadership style in a cross cultural environment plays a Pivotal role in the effective execution of the project

H2: There is positive correlation between “Sun Tzu leadership and Project Performance.

Transformational Model of Leadership

Afzal et al., (2018) highlighted that transformational leadership practices appears to be more effective as it focus on 4 crucial elements of leadership including, idealized affect, inspirational motivation, highbrow stimulation and individualized consideration although all these elements focus employee but considered to be most effective management practice as it generates leaders instead of creating boss which motivate workers to follow their favourite leader, enhance productivity, retain human capital and boost team work which definitely impacts organizational success. Sarid, (2016) has stated that transformational leadership has many common attributes which are under in the influence of distinct cultural backgrounds. However, Spreitzer et al. (2005) has concluded that cultural values and the cultural dimensions have influenced transformational leadership in numerous countries. He further stressed that transformational leadership will be more influential in less conventional cultures such as western culture in western countries. However, according to Homan et al. (2020), transformational leadership can stimulate the positive effects of team diversity. This leadership style is commonly considered as the best management practice and enhance rate of success (Lian & Shiela, 2006). This approach concludes that common place needs all across the world are almost similar which recommend a general framework of leadership practice instead of being specific for every organization which make this practice to be independent of cultural backgrounds (den,residence,et. Al. 1999). On the other hand, another group of researchers believes that life dimensions have strong influence on the way transformational leadership are perceived. Transformational leadership is considered to be more effective in less traditionally entrenched cultures, usually exist in some western nations, while it is less effective in nations have traditional cultures like China, where culture is characterized by dominating power distance in order to maintain the hierarchical features and conformism are bolstered by the degree to hinder the development of transformational leadership practices (Lian & Shiela, 2006). On



general, irrespective of cultural environment this practice believes that leaders always have a significant impact on their team members. Consequently, we compute our hypothesis.

H2: there is a positive relationship between “Transformational Leadership and Project Performance.

Project Performance

Project performance has been discussed in the literature immensely and it is taken as an interchangeable term for project success by many researchers (Savolainen, 2012 #52). It is evident from the literature that high performing project management system is associated with success of project (Cooke-Davies, 2004) and project performance is inter-linked with project success (Mir, 2014) So, this research attempts to study and explore the nature and linkage of leadership style with project performance.

Studies highlighted the fact that extending support by the top managers results better outcomes for the organization through improved performance of subordinated team (Williams & Ramaprasa, 1996) as the support of top management has greater and positive influence on workers performance and act as a catalyst for the organization or performance of any particular project (Pham, Pham, & Pham, 2016). In early 1970's most of the literature focus operational sides tools and techniques like time, Cost and quality to evaluate performance (Kerzner, 1987), where, critical success factors relate performance with the work of senior management. CSFs emphasis the need of executive commitment and significance of project managers with relevant experience and leadership skills and identify ten factors of success (Jugdev & Müller, 2005; Pinto & Slevin, 1987, 1988, 1989; J. R. Turner & Müller, 2005), among which senior management support was considered as critical factor for organizational performance or project performance.

By keeping both the leadership styles in mind we focus towards CPEC with the belief that if both countries are going to implement these leadership styles it will be not just be fruitful for this venture but also for many upcoming future collaborations. Senior management support has gained an extraordinary attention in the literature of Project management for successful performance of projects (Ahmed et al., 2016) and one of the main reason for failure of projects is lack of top management support.

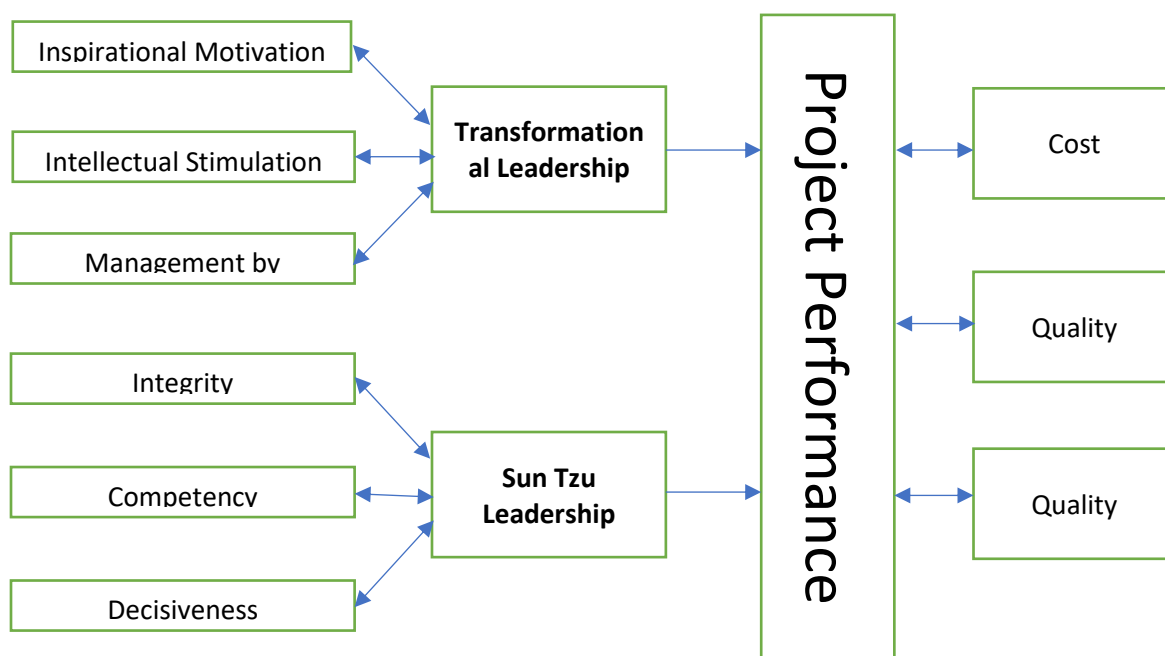
Determining project success is a big challenge for managers because it is difficult to evaluate that either it is determined by project management or by performance of project? However, it's generally recognized that a project can be said to have good performance or vice versa if it has the ability to encounter technical goals of the project and will not depart from the cost, scope and time constraints (Daniel, 2016) where, impressive triumph of any project require capability to integrate the assigned actions of crew members which usually affected by uncertainties (Collyer & Warren,



2009). Hence, senior project manager act as a key player in accomplishment of any project and its performance. (Larsson, Eriksson, Olofsson, & Simonsson, 2015).

THEORETICAL FRAMEWORK:

This paper is an attempt to cater the conceptual framework necessary to compassionate the link and associated relation among models of Sun Tzu and Transformational Leadership and its impingement on Project Performance. This paper considers project performance as dependent variable whereas Transformational and Sun Tzu as Independent variables. Three constructs of each independent variable were taken to figure out the relationship with project performance.



METHODOLOGY:

In this paper deductive approach is used to view the relationship and testing of hypotheses where data is collected from the unit analysis of middle level managers working in the Planning Commission on the project of CPEC (infrastructure sector i.e. road and highway construction. A structured questionnaire is used to collect the data from the sample of 220 project managers (selected on the basis of their relevant experience in CPEC) to assess the impact of



“transformational” and “Sun Tzu” leadership on project performance in the infrastructure sector.

Data Analysis Method: Correlation and Regression analysis was conducted through SPSS, to examine the relationship between project performance of highway and road projects under CPEC with Transformational and Sun Tzu leadership.

Variables Specification: The intent of this study is to analyze the impact of transformational and Sun Tzu leadership on project performance in the infrastructure sector of Pakistan where, mega development projects of highways and roads are considered for evaluation.

TABLE 1

Correlations				
		SUN TZU	TRANSFORMATIONAL LEADERSHIP	PROJECT PERFORMANCE
SUN TZU	Pearson Correlation	1		
TRANSFORMATIONAL LEADERSHIP	Pearson Correlation	.513**	1	
PROJECT PERFORMANCE	Pearson Correlation	-.124*	.431*	1
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

Table 1 highlighted the correlation between Sun Tzu leadership model, transformational model of leadership and project performance and data represents weak and negative relationship amongst Sun Tzu leadership style and Project Performance at 5% level of significance. However Transformational leadership indicate strong and positive relationship with Project Performance at 5% confidence interval concluded with the fact that, Project Performance is enhanced by Transformational leadership style.



TABLE 2

Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.256	0.268		12.139	.000
SUN	.130	.072	.106	1.807	.072
TL	.138	.061	.132	2.257	.025

a. Dependent Variable: PF

In Table-2, Regression analysis was conducted between Sun Tzu leadership, Transformational leadership and Project Performance. It is noticeable from the data table that t-stats of Sun Tzu model of leadership < 2 representing rejection of our first hypothesis (H1: There is positive correlation between “Sun Tzu” leadership and Project Performance) while t-stats of Transformational model of leadership > 2 which proves that the relationship between project performance and transformational style of leadership is strong and positive. Hence the second hypothesis is accepted (H2: there is positive relationship between “Transformational Leadership and Project Performance)

DISCUSSION AND CONCLUSION:

CPEC is a mega project, crucial for both the economies of Pakistan and China as it is the root which bring prosperity for the entire region through its vast route for global trade. This corridor come up as an ovation of the century that change the fate of billions of people of the region through development of BRI and its attached projects expanding energy supplies, by development of low cost dislocated maritime trade routes, technological advancement in Agriculture, development of SEZs and through generation of employment. To date, 22 projects worth 28 Billion USD have been initiated which is expected to generate economic growth and business activity in Pakistan with resultant gains in exports, improved competitiveness and job creation (Sarmad & Choudhary, 2019). There is no doubt in the fact that the project act as a magnet to catch FDIs in Pakistan.



CPEC projects were undertaken by Pakistani and Chinese teams having different beliefs formed by varying experiences, and used different methods of organization, communication and coordination (Dr. Zhan Jiamei, 2015). This study of transformational model of leadership and Sun Tzu model of leadership in the projects under CPEC has been fairly limited. But the limited data gathered highlighted that the transformational model of leadership is one of the more effective style of leadership that cognate from the conventional definitive style of leadership. This study highlighted the fact that, transformational leadership styles is more effective for the projects like CPEC as it enhance project performance while Sun Tzu model of leadership is completely Chinese traditional way and is less suitable in Pakistani environment. Finally, the findings indicate that a joint leadership model with attributes from both styles may be a useful approach, particularly in projects that are undertaken in non-Western cultures and with multicultural teams. Project management practices in Asia and Western countries may be different and approach may be aligned towards leadership role based on the desired objectives and approach of the enterprise. The present study was conducted in Pakistan, a culture with a high sense of collectivism and power distance (Hofstede, 2001 & Hassan Imam, 2021). A joint leadership approach through team building exercises and capacity building cultural training is imperative especially in mega projects with relatively large teams (Pearce, 2004). Project leaders should be allowed to flexible based on the environment and through training of skill set to handle unique. Language and cultural training may therefore be part of the initial setup and team development phase.

Future Implications:

Future studies can be undertaken by taking other constructs of “Sun Tzu” leadership in different industries or sector in Pakistan as well as other partnership countries under Belt and Road Initiative.



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