



China Pakistan  
Management Initiative



CHINA-PAKISTAN  
MANAGEMENT INITIATIVE



## SULEMAN DAWOOD SCHOOL OF BUSINESS

Established in 1986, Suleman Dawood School of Business (SDSB) was the Lahore University of Management Sciences' (LUMS) first school. The school offers a variety of programmes including an intensive full-time MBA, an executive MBA, a PhD in Management, and Bachelor's programmes in Accounting and Finance and Management Science. In addition, the Rausing Executive Development Centre (REDC) offers short duration programmes for aspiring business leaders. The school also conducts rigorous research through the Strategic Sectors Research Centre (SSRC), the Case Research Centre (CRC) and the Social Enterprise Development Centre (SEDC). The Centre for Islamic Finance (CIF) and the Center for Governance and Public Management (CGPM) are initiatives aimed at developing research as well as linkages with academia and industry in the areas of business, economics, social development and public management.

## INTRODUCTION

China is playing an increasingly important role in international arena. Pakistan has an important role to play in China's future plans for the increasingly interconnected world and implications of Belt and Road Initiative (BRI) would be significant for our society and economy. There are exciting opportunities for reciprocal learning and enrichment in business and management for managers, entrepreneurs and policy makers in both countries in the context of these developments.

China Pakistan Management Initiative (CPMI) at SDSB aims to stimulate research around issues related to business and management in China and Pakistan in the context of BRI and China Pakistan Economic Corridor (CPEC) and to promote business and academic relationships between the two countries.

CPMI works with diverse organizations in China and Pakistan, including business organizations, academic institutions, government bodies and non-governmental organizations for achieving its objectives.



## BACKGROUND

China Pakistan Management Initiative (CPMI) was formed in 2017 and since then it has played a vital role in developing and promoting research on practical and policy issues related to CPEC. Thus improved scholarship dissemination around CPEC, BRI and in reaching out to Chinese Universities for increasing collaborations and partnerships.

## MISSION

CPMI's mission is to promote world-class research, education and training on China-Pakistan related businesses, policy and management.





## AIMS

- To promote joint research on business and management in China and Pakistan.
- To develop joint education and training programmes with Chinese partners.
- To apply for research funding and jointly recruit research students.
- To organise and deliver management development programmes for managers and policy makers in China and Pakistan.
- To capitalize on the potential for management development, research, teaching, and consultancy in the wake of China Pakistan Economic Corridor (CPEC).
- To create a knowledge corridor to serve the needs of and steer the direction of the economic corridor.
- To develop and impart training programmes and academic courses on Chinese language, culture, Confucian and Buddhist values, laws, business norms and management techniques in Pakistan.
- To impart similar training on Pakistani culture, Islamic values, Urdu language, laws, business norms and management techniques to Chinese professionals in Pakistan and China.
- To document and critically review the policies and activities of CPEC and examine their implications for Pakistan and China.
- To study, assess, forecast and support logistics, supply chain, energy, security and infrastructure needed for or related to CPEC.

# RESEARCH DISSEMINATION

CPMI has commissioned and published several research projects, case studies, policy notes and technical notes on the themes relevant to businesses and policy makers in the context of CPEC and BRI.



## SELECTED ARTICLES

### ✿ **China's Belt and Road Initiative: A Perspective from Pakistan**

This paper offers a critical overview of the Belt and Road Initiative (BRI), which is a Chinese development strategy that focuses on economic, cultural and political cooperation between China and the world through the land-based and maritime Silk Road. In particular, the paper discusses the Pakistani section of the BRI, known as the China Pakistan Economic Corridor (CPEC). The paper discusses the financial and other aspects of CPEC, highlights its significance for China and Pakistan, and outlines key issues and challenges.

### ✿ **Cooperation among Business Schools along the Belt and Road: A CPEC Perspective**

This paper discusses the important collaborative role that business schools in China and Pakistan may play to support China Pakistan Economic Corridor (CPEC), a flagship component of the Belt and Road Initiative (BRI) of technically and cross-culturally competent managers and business leaders to support this initiative. The paper offers a brief overview of CPEC, highlights the human resource needs in its wake and outlines various fields within which business schools in both countries could support each other as well as public and private sectors in the successful designing and execution of CPEC projects. The paper also offers some examples of cooperation already taking place among universities and business schools in China and Pakistan in support of CPEC. It also suggests some activities and deliverables of the proposed cooperation among business schools along the Belt and Road.

### ✿ **The security dimension of the Belt and Road: A critical analysis of threats to Chinese nationals and businesses in Pakistan**

China Pakistan Economic Corridor (CPEC) has tremendous potential to transform regional dynamics in terms of socio- economic development, trade and politics in Pakistan and the region. However, this is unfolding against the backdrop of looming security threats. Internally, these threats come from the Tehreek-e-Taliban Pakistan (TTP) and its affiliate extremist Islamist groups across Pakistan. Externally, some foreign powers are alleged to be involved in trying to sabotage CPEC. These threats are real in terms of incidents of violence against Chinese individuals and operations, and deserve a consolidated policy response in terms of strategic security of CPEC. Such response may address issues of physical security, ideological security and protective intelligence. In this study, a critical overview of security threats facing China's Belt and Road Initiative (BRI) in Pakistan is offered. With a focus on the CPEC, it presents a comprehensive account of attacks on Chinese nationals and businesses from 2001 to 2017. This ongoing threat has increased Chinese concerns about CPEC's security. The study may guide government and security officials and policy makers in Pakistan and China to direct their attention to the two main sources of violence which pose threat to the BRI in Pakistan.

# SELECTED CASES

## ✿ **Employee turnover and retention: A case study of Shanghai Silk Pharma Ltd.**

This case study highlights issues of employee turnover and retention in a Chinese private sector pharmaceutical company (SSPL). It critically brings to fore and discuss the reasons of high employee turnover and the company's approach to retention. It also investigates the extent to which individual-company fit and individual-work fit affect voluntary turnover in the company.

## ✿ **Chinese Expats in India**

The case study focuses on the Chinese community in India which comprises of immigrants from China and Indian-born people of Chinese ancestry, the difficulties faced by the Chinese expats in India.

## ✿ **HRM in context: Employees' rights and industrial action in China**

This mini case study focuses on how China's unique legal and political context affect the shape of employment relations in that country and key features of employee rights and choices in China.

## ✿ **Case Study: Schazoo Zaka- Negotiating decisions and the Chinese Mindset**

Decision making Problem: The active ingredient of a raw material from a Chinese supplier was incorrect and could have affected the entire medicine stock if used. This case deals with how Schazoo Zaka dealt with this client differently because they were Chinese. Various negotiation strategies and models are used.





# SELECTED POLICY BRIEFS

## ✿ **China Pakistan Economic Corridor: A Multi-Cultural Communication Perspective**

The BRI initiative envisions serving a wide myriad of business needs across geographically and culturally diverse markets. This policy note presents a multi-cultural communication perspective to recommend areas of strategic importance for preempting cultural conflict, and engendering cultural integration, during the operation of the Pakistan leg of BRI, the China Pakistan Economic Corridor (CPEC). Specific policy instruments can be designed to aid this process guided by the tactical media framework recommended. Accordingly, this note provides policy makers direction for the reconstruction of the national narrative around CPEC, allowing for greater integration and sensitization of the mosaic of cultural identities that will have to deal with one another.

## ✿ **An Islamic Ethics perspective on CPEC and Governance**

This policy brief offers an Islamic ethics perspective on China-Pakistan Economic Corridor (CPEC) focusing on issues of ethical leadership, transparency, and economic and human development. This perspective is important to develop a contextual approach to governance, and make full use of the opportunities for development offered by CPEC. The perspective is particularly important given the perennial issues of corruption and mismanagement facing Pakistan.

## ✿ **Giving Masses a Share in CPEC Growth**

As the mantra of CPEC growth enhances in the country, the cynics have become louder in voicing that this only benefits the few privileged elites of the nation. In addition, the economic managers of the country are foreseeing a huge liability of dollarized repayable. The solution to these is for the government to engage in hybrid securities. This note focuses on building the case with an academic as well as a practitioner's perspective for the government to share the spoils of CPEC with 200 million people.





# TRAININGS

CPMI organizes trainings and workshops for developing leaders, policy makers and business managers on themes around BRI and CPEC. The programmes are designed to develop capacity needed for business leaders, entrepreneurs and managers for effectively addressing and exploiting challenges and opportunities offered by CPEC.

## Benefits for Participants

- Develop a critical understanding of the framework and implications of BRI in general and CPEC in particular
- Develop a deeper understanding of leading and implementing CPEC or China related projects
- Develop basic cross-cultural understanding of Chinese and Pakistani contexts of business management and leadership including culture, language, laws, customs and business norms
- Get access to best practices, tools, methods and solutions

## Benefits for Participating Organisation

- Develop a forte in partnering with Chinese businesses and entities
- Build a high-performance workplace by virtue of international expertise
- Enjoy an employer of choice status due to expertise in CPEC



# SEMINARS

## **Progress and Prospects of CPEC**

Dr. Shahid Rashid is the Executive Director of the Centre of Excellence of the China Pakistan Economic Corridor (CE-CPEC), Pakistan Institute of Development Economics (PIDE), Islamabad. He talked about the current projects of CPEC and its socioeconomic impacts; the prospects of CPEC for the business community and the society at large on 6-10-2017.

## **CPEC: Rejuvenation or Colonization of Pakistan?**

Mr. Bob Wheeler is the Dean of School of Business and Economics at the University of Management and Technology. Professor Bob talked about the impact of CPEC on colonization and how whether it would be a good thing for Pakistan or the other way around on 11-12- 2017.

## **CPEC and the Role of Business**

Dr. Salman Shah has served as Finance Minister of Pakistan from 2004 to 2008 He currently consults for and provides strategic advice to corporations, financial institutions in the power, energy, textiles, engineering and agriculture sectors. He explained the impact on business of the big project, which China has launched in Pakistan on 8-12- 2017.

## **Impact of CPEC on Pakistan's Industrial Sector**

Dr. Amanullah talked about CPEC and how a key component of CPEC is the Industrial cooperation which envisions to fully benefit from the demographic and natural endowment of the country and enhancing its industrial capability through creation of new industrial clusters, while balancing the regional socioeconomic development, enhancing people's wellbeing, and promoting domestic peace and stability.







# SDSB FACULTY INVOLVED IN CPMI

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# INTERNATIONAL LINKAGES



TSINGHUA UNIVERSITY



PEKING UNIVERSITY



TAIWAN NATIONAL NORMAL UNIVERSITY



SHANGHAI UNIVERSITY OF  
INTERNATIONAL BUSINESS AND  
ECONOMICS



SHU-UTS SILC BUSINESS SCHOOL  
SHANGHAI UNIVERSITY



# MANDARIN CLASSES

In view of the importance of CPEC, SDSB arranged, as a starting point, an introductory Chinese language course for its faculty with the aim of providing basic knowledge of everyday speaking and grammar usage by Rabbiya Kamal. Comprising ten sessions and spread over two and a half months, the course proved to be a good introduction to the way the language works and afforded a glimpse into various aspects of Chinese culture.

A Chinese language course is also offered to the undergraduate students to enhance their verbal and written skills



# COLLABORATIONS

## **Policy Makers**

Policy Makers collaborate with CPMI to benefit from the expert opinions from the LUMS faculty.

## **Think Tanks**

Think Tanks can collaborate with CPMI to produce high quality intelligence and ideas on political or economic problems and challenges arising out of China-Pakistan business and economic relationships

## **Academics**


Academics interested in CPEC can work with our expert faculty at SDSB to in their research and other academic projects.

## **NGOs**

Chinese involvement in Pakistan gives rise to several social and political issues. Various NGOs can work with CPMI to develop projects to address such issues.

**Contact:** [cpmi@lums.edu.pk](mailto:cpmi@lums.edu.pk)





*"When the winds of change blow,  
some people build walls and others  
build windmills."*





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