



Readiness for Sustainable Development (SD) of the one Belt Road (OBR) Initiative

Dr. Shirley Mo Ching YEUNG¹, Dr Yong Chuan SHI²

¹Director, College Development/ Head, School of Business Gratia Christian College, HK
Associate Vice President, UNESCO HK Association

²Vice Dean, College of Entrepreneurship, Wenzhou University, China

Abstract: Based on information provided by Hong Kong Trade Development Council (HKTDC) in September, 2017, there is an unmatched repository of globally-sourced skilled professionals and networking platform for business both within the Asia-Pacific region and beyond. Hence, a questionnaire has been designed on exploring the perception of respondents about companies' readiness on the business opportunities of One Belt Road initiative. A pilot study was carried out to explore the perception of respondents about companies' readiness on the business opportunities of One Belt Road initiative. In the study, 157 questionnaires were collected from university students in Wenzhou, China in September, 2017. The result of the study shows that out of the respondents, 33.8% strongly agreed the strategic value of OBOR to the company was high, 24.2% strongly agreed that there was sufficiency of data to support decision making at every level throughout the company about OBOR and 21.0% strongly agreed that regular reviews of OBOR in the company were in place. Also, 23.6% and 28.7% of them fairly agreed that project management systems on OBOR were in place for the company and the mechanism to measure OBOR expected results was established in the company, respectively. On the other hand, 22.3% showed neutral stance that emerging technologies for future business risks in relation to OBOR were applied. For the company culture affecting the overall effectiveness of OBOR, it can be explained by three major predictors in 60.9%. They are : operational risks of OBOR, regular reviews of OBOR and mechanism to measure OBOR expected results. In order to make the OBOR initiative a sustainable one, it is time to implement the rationale of UNPRME - responsibility, values, purpose, research, method, dialogue and partnership to create impacts – responsible reproduction and consumption (UNSDG12) with innovations (UNSDG9) and transferable skills (UNSDG4) . On the other hand, an exploratory factor analysis (EFA) was also conducted to explore the latent factors or underlying constructs in the data. The result showed that there are two crucial independent factors, namely, i) the regulations and professional standards for OBOR, and ii) opportunities from OBOR to the companies. This implies that these are the two significant factors to be considered while a company wishes to explore business chances brought about by OBOR. Hence, policy makers and professionals need to be aware of the methods to close the gap identified and re-visit the communication modes and data sharing on OBOR initiative to make the business opportunities realized.

Keywords: One Belt One Road Initiative (OBOR), Business Opportunities, Sustainable Development

1. Introduction

Skill development is important under the dynamic business world. Corporate sustainability relies on employees with relevant knowledge, skills, attitude and values. The job of developing a new generation of talented staff working in a diversity

of industries falls onto the hands of educators in higher education sector and practitioners in human resources management sector. Academics and practitioners should understand the growing importance of sustainable development in higher education and in industries in generating economic and social impacts for corporations.



Educators and industry practitioners who are involved in academic and training programme design need to demonstrate the rationale of programme design and make it meaningful to the target students, potential employers, and the community. The following local and global documents need to be considered during the design, implementation, monitoring and review phases of curriculum design in Hong Kong: 1) Education Bureau (EDB) requirements on Qualification Framework(QF) levels about the programme learning outcomes of supply chain management programmes; 2) Job requirements on recruitment advertisements of Job Data Base (Job DB) a key search engine for jobs in Hong Kong; 3) manpower projection reports of Hong Kong government and 4) UNESCO documents on sustainable development in higher education.

According to the definition of Brundtland Commission (1992) of the United Nations, “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” The basic element of sustainability is the economic aspect to support the business in short term, and support the new products, services, processes and people in the long term.

Based on the manpower projection to 2018 of the Labor and Welfare Bureau, 2012, there will have an average annual change (2009-2015) in manpower Requirements in education services (+4.4%), environmental industries (+4.3%), innovation and technology (+4.5%), and testing and certification services (+2.3%) among the six pillar industries in Hong Kong.

And, these industries are involved with supply chain management concepts and multidisciplinary knowledge for community development related

programmes, for example, architecture and urban design. Hence, this paper is going to explore the elements required for organizations planning to take part in the initiatives for business and social development, for example, the recent launched initiative of One Belt One Road (OBOR).

2. Technological Advancement and Community Development

Under globalization, economic growth and advance technological development, more and more people start to move to cities to seek for better jobs, for better living and for better exposure in the developing countries while more people in the cities are considering back to suburb for a peace of mind, a sense of tranquility and a slow living style in highly developed countries. What kind of sustainable lifestyle are we looking for?

According to the United Nations Sustainable Development Goal (UNSDG) 11, the aim is to make cities and human settlements inclusive, safe, resilient and sustainable. Based on UNSDG information, there is 30 percent of the urban population lived in slum-like conditions in 2014. It is time to consider the key elements for a human-based sustainable city. Technology used in home, for example, internet of things, and the increase of skyscrapers in the cities - tall, skinny, glass box, becoming the symbols of modernism but at the same time may bring a sense of spiritual emptiness to us. Are we looking for technology to make our lives easier and our pace faster; or are we looking for quality of a sustainable city with human touch and community-based facilities. Yet, in the perspective of its surroundings, it is the symbol of interruption. The development of skyscrapers has been leading by the rapid economic growth. Thus, beyond the function of



constructing more space within small areas, skyscrapers are also charged with iconography: business and corporate pride, and the desire to be higher than surroundings.

3. Objectives and Contributions

Businesses and corporations try to show their leadership in the society by conveying their aggressiveness, and the competitiveness from superior height and solid volume. In turn, imposing the context by height became a trend in architecture. The exposure of mullions and structural frame in architecture implicates solidity where the means of imposition has been brought even further. This superiority and imposition surpass harmony, and shall never exist in architecture and in our society. The extrusion of one would only initiate more and more competitions and extrusions, where at the end form fragmentation of the city. Indeed, rapid economic growth kills the city and humanity.

Skyscrapers must be viewed from a distance to gain experience of the whole. In this experience, the context and skyscrapers must have drawn together and viewed as a whole. John Hancock Tower holds the characteristics of modernism with respect to its surroundings. It respects the surrounding historic architecture by transforming itself into the surroundings. By reflecting the skyline and its surrounding with the mirror glass wall, harmony between the building, the context, and city is composed. On top of that, the indentation on one of the edges of the form, and the minimal use of mullions and structural frame, the volume and weight of building is reduced. The sense of imposition and disturbance no longer exists. Both the architect and the building have not only been responsive to its context, but also respect their coexistence. We must not forget about the past, which was once new, inspiring,

and brought us to where we are now. Economic growth needs to be balanced with building design and development with our heart, appreciation and responsibility for our surroundings.

The concepts of community development and sustainable development are most debated subjects and of great importance in the future, especially in higher education sector where learners are educated to prepare how to face the challenges for the future and how to develop themselves personally and professionally in a sustainable manner. Szitar (2014) mentioned that community development is related to sustainability which needs to have stakeholder collaboration, linking up changes with sustainability, adopting interdisciplinary and multidisciplinary approach in teaching in architectural education, for example case study and PAPSA (Presentation, Analysis, Production, Selection and Application) methods and providing solutions in a holistic manner.

Besides, Harris and Moore (2015) also mentioned that geography and planning engage with simultaneous convergence of sustainable city visions, universal models of best practices and the demonstrable divergence in how these visions and models are adopted in specific contexts (p. 106) He highlighted that potential political responses to addressing the inherent socio-ecological contradictions of urban need to be identified. (p.108)

Moreover, the author has conducted an analysis on present curriculum of architectural related programmes in Hong Kong, literature (from 1998 to 2012 of Design Intelligent Journal in interdisciplinary network of design, product, and construction leaders exploring global trends, challenges, and opportunities to advance innovation and shape the future of the industry



and the environment.) related to sustainability, project management and supply chain management (SCM). A trend leading to sustainability has been identified with the following characteristics:

- There is a growing no. of papers on green Issues on social/ lean sustainability;
- There is dropping no. of papers on SCM with a great no. of green issues;
- There is a trend on the importance of management skills, partnership and measurement which is a development of multidisciplinary knowledge with system thinking; and
- There is a growing importance of multi-disciplinary knowledge in programs related to community development.

Hence, it is time to re-think the ways of building capacity for corporations which plan to visualize business and social development opportunities of One Belt One Road (OBOR) initiative, for example, curriculum design in project management and developing talents for sustainable cities for the perspectives of SDG #4 quality of education, #12 responsible production and consumption and #17 partnership.

4. Corporate Sustainable Development via System Training

As training design activities are situational and contextual based, the needs and wants, requirements and expectations of stakeholders need to be considered. Using systematic thinking for building inter-relationship of components in training design is very important. Metcalfe (2006) mentioned that human behavior is very situational. "Much of what we do is because of the situation we are in and who we are with." (Metcalfe, 2006)

Przekop (2006) mentioned that a fundamental driving principle behind Intuit's Six Sigma efforts is to incorporate three stakeholders into outcomes of improvement. The three stakeholders are: employees, customers and shareholders.

"...looking at the organization's three core processes : creating the products, acquiring customers and expanding relationship, and servicing and fulfilling customer requests."

(Przekop, 2006)

"Sigma" is a symbol meaning how much deviation exists in a set of data. It is used to identify the number of defects within the production process. For service industries or social service organizations in relation to organization culture, it can be interpreted as defects in working relationship and communication that affect organizational performance. The aim of this paper is to make use of the extended version of DLDDC (Determine/ Link/ Define/ Design/ Communicate of DFSS (Design for Six Sigma) with ISO 10015: 1999 for achieving UNSDG4.4.

In order to maximize the quality of learning outcomes, Meyers & Nulty (2009) mentioned that courses needed to provide learners with teaching and learning materials, tasks and experiences that are authentic, real world and relevant.

Based on the above 5 principles of curriculum design put forward by Meyers & Nulty (2009) and the concept of DFSS, the errors may be found in the curriculum design process are outdated curriculum, irrelevant learning outcomes, unmotivated students, and irrelevancy to employers. In order to minimize the variations and to capture business and social development opportunities of initiatives, key elements for corporate sustainable development needs to be explored to for proper design process to align with the expected results of initiatives.



5. Methodology One – Survey with Regression Analysis

Research Questions:

What are the elements required for preparing an organization to take part in OBOR initiative ?

Apilot study was carried out to explore the perception of respondents about companies' readiness on the business opportunities of One Belt Road initiative. In the study, 157 questionnaires were collected from university students in Wenzhou, China in September, 2017. The result of the study shows that out of the respondents, 33.8% strongly agreed the strategic value of OBOR to the company was high (Q1, mean score 5.1592), 24.2% strongly agreed that there was sufficiency of data to support decision making at every level throughout the company about OBOR (Q7, mean score 5.0701) and 21.0% strongly agreed that regular reviews of OBOR in the company were in place (Q15, mean score 4.7134), with "strongly agree" being represented

by score 7. Meanwhile, 19.1% of the respondents agreed (and the same portion fairly agreed) that company culture affects the overall effectiveness of OBOR (Q11, mean score 4.6051) and 20.4% agreed (and the same portion of them thought it was neutral to say) that social media platforms to assess consumer sentiments towards OBOR were in place for the company (Q18, mean score 4.6879). Also, 23.6% and 28.7% of them fairly agreed that project management systems on OBOR were in place for the company (Q16, mean score 4.7070) and the mechanism to measure OBOR expected results was established in the company (Q14, mean score 4.6624), respectively. On the other hand, 22.3% showed neutral stance that emerging technologies for future business risks in relation to OBOR were applied (Q17, mean score 4.7452).

The multiple regression model of company culture affecting the overall effectiveness of OBOR with the three predictors of question 12, 14 and 15 produced $R^2 = .609$, $F = 81.404$, $p < .001$.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785a	.616	.609	1.08970

a. Predictors: (Constant),

(15) I think regular reviews of OBOR in the company are in place.,

(12) I think operational risks of OBOR are considered in the company.,

(14) I think the mechanism to measure OBOR expected results is established in the company.

b. Dependent Variable: (11) I think company culture affecting the overall effectiveness of OBOR.

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	289.989	3	96.663	81.404	.000b
	Residual	180.492	152	1.187		
	Total	470.481	155			

a. Dependent Variable: (11) I think company culture affecting the overall effectiveness of OBOR.

b. Predictors: (Constant),

(15) I think regular reviews of OBOR in the company are in place.,

(12) I think operational risks of OBOR are considered in the company.,

(14) I think the mechanism to measure OBOR expected results is established in the company.



Besides, respondents agree to have the following mindset and skill sets develop to explore the opportunities of OBR initiative. For example:

Q18. I think social media platforms to assess consumer sentiments towards OBOR are in place for the company.

- Highest Percentage: 20.4%+20.4% on Scores 4 & 6

- Mean Score: 4.6879

Q16. I think project management systems on OBOR are in place for the company.

- Highest Percentage: 23.6% on Score 5

- Mean Score: 4.7070

Q17. I think emerging technologies for future business risks in relation to OBOR are applied.

- Highest Percentage: 22.3% on Score 4

- Mean Score: 4.7452

Hence, it is time for organizations to devote resources in capacity building applying international recognized UNPRME principles / UNSDGs and ISO 10015 Training Guidelines / DFSS of Six Sigma to prepare internal management staff, front line staff members, external partners and outsourced suppliers to truly understand the political, socio-cultural, economic, technological and environmental information and considerations before developing business plans for visualizing business and social development opportunities.

6. Methodology Two – Survey with Factor Analysis

An exploratory factor analysis was conducted to explore the latent factors or underlying constructs in the data obtained from the questionnaires' responses. Data from all of the 21 questions was analyzed, and the result suggested there should be two latent factors or underlying constructs while considering the relationship between companies and OBOR. In other words, these two factors may be of high reference value to companies when they aim at expanding their business under the framework of OBOR.

Concretely, since our aim is to investigate the possible latent constructs underlying the data, principal axis factoring was adopted as the extraction method in the factor analysis. Meanwhile, we wish to find the latent factors which are as uncorrelated to each other as possible, we explored the orthogonal version of the factors, and hence used varimax as the rotation method in the analysis. For the minimum requirement of the loading coefficients, the value 0.3 was chosen as it is generally reasonable to consider this level.

With the setting mentioned above, the following factor matrix (rotated to obtain the clearest relationship between the factors and the independent variables addressed in the questionnaire) was generated with the use of software SPSS.

Rotated Factor Matrix^a

	Factor	
	1	2
(1) I think the strategic value of OBOR to the company is high.		.774
(2) I think the company's awareness of business opportunities of OBOR is high.		.814
(3) I think there is alignment between OBOR and company's objectives.	.323	.797
(4) I think the awareness of technology-related competitive threats of OBOR is high.	.367	.705
(5) I think innovative use of OBOR to undertake new businesses is high.		.765
(6) I think the company has ability to critically evaluate OBOR investment recommendations.	.423	.652



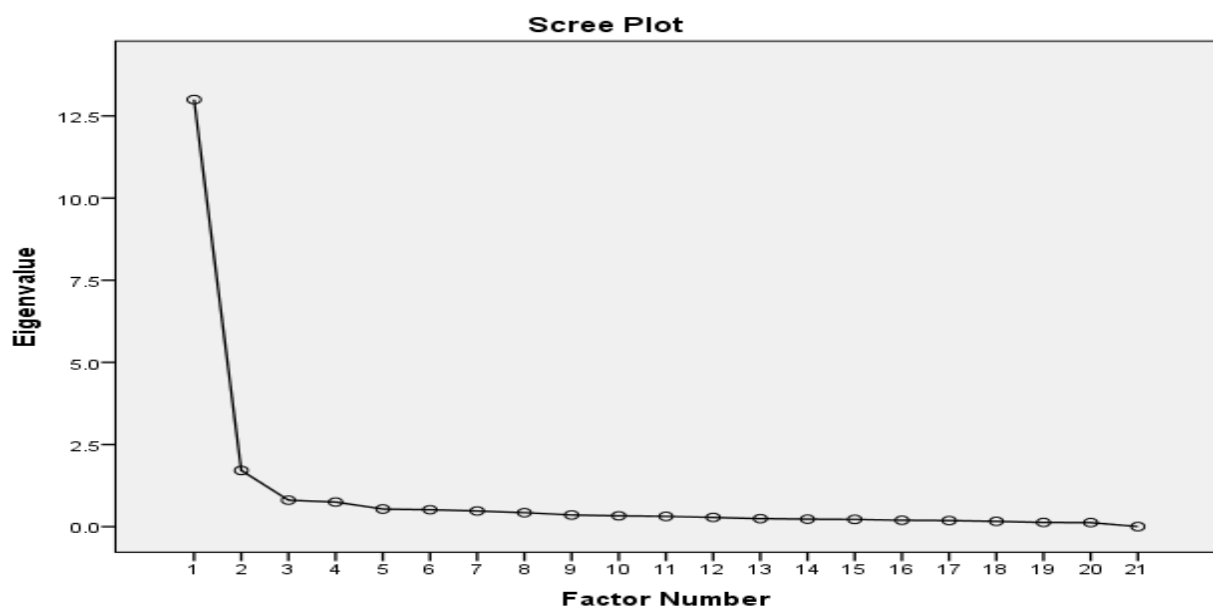
(7) I think there is sufficiency of data to support decision making at every level throughout the company about OBOR.	.613	.528
(8) I think the company has considered all stakeholder concerns when making investment decisions in relation to OBOR.	.481	.523
(9) I think human resource policies are in place in a company in relation to OBOR, for example staff development policies on project management skills.	.521	.595
(10) I think contractual agreements are in place on OBOR suppliers.	.572	.501
(11) I think company culture affecting the overall effectiveness of OBOR.	.610	.524
(12) I think operational risks of OBOR are considered in the company.	.569	.597
(13) I think standards for security in relation to OBOR is ensured in the company.	.618	.527
(14) I think the mechanism to measure OBOR expected results is established in the company.	.582	.511
(15) I think regular reviews of OBOR in the company are in place.	.740	.393
(16) I think project management systems on OBOR are in place for the company.	.782	.373
(17) I think emerging technologies for future business risks in relation to OBOR are applied.	.762	.360
(18) I think social media platforms to assess consumer sentiments towards OBOR are in place for the company.	.794	.305
(19) I think all local regulatory requirements for OBOR for compliance are in place for the company.	.806	
(20) I think overseas regulatory requirements for OBOR for compliance are in place for the company.	.833	
(21) I think all professional standards in relation to OBOR are in place for the company.	.824	

Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization. a

a. Rotation converged in 3 iterations.

Two factors were identified. Indeed, if we set the requirement of the eigen value being greater than

one, only the first two factors are qualified, as seen in the following scree plot.



The values supposed to be appearing in the blank spaces in the rotated factor matrix are all lower than the loading coefficient threshold set at value 0.3. In other words, we only considered loading coefficients which were higher than 0.3. Meanwhile, variables with the loading coefficients

of both the factors being greater than 0.3 were not considered. After such selection process, the following variables were obtained, which individually contributed to one of the two factors significantly.

Factors	Variables (question numbers)	The Statements in the Questions
Factor 1	Q19	I think all local regulatory requirements for OBOR for compliance are in place for the company.
	Q20	I think overseas regulatory requirements for OBOR for compliance are in place for the company.
	Q21	I think all professional standards in relation to OBOR are in place for the company.
Factor 2	Q1	I think the strategic value of OBOR to the company is high.
	Q2	I think the company's awareness of business opportunities of OBOR is high.
	Q5	I think innovative use of OBOR to undertake new businesses is high.

For Factor 1, the variables indicated factors involving local and overseas regulatory requirements for OBOR for compliance, as well as all professional standards in relation to OBOR. All these factors could be categorized as a group related to regulations and professional standards. Hence, we named Factor 1 as "Regulations & Professional Standards for OBOR".

For Factor 2, the variables indicated factors involving business concepts such as strategic value, the company's awareness of the business opportunities, as well as innovative idea to undertake new business, in the context of OBOR. All these concepts are related to how the company can grasp the business opportunities brought about by OBOR. Hence, we named Factor 2 as "Degree of Capture of OBOR Opportunities by the Companies".

In the framework of OBOR, regulations, professional standards and how companies can

capture the opportunities play the two most crucial roles.

7. Conclusion and Discussion

The result of the study shows that out of the respondents, 33.8% strongly agreed the strategic value of OBOR to the company was high, 24.2% strongly agreed that there was sufficiency of data to support decision making at every level throughout the company about OBOR and 21.0% strongly agreed that regular reviews of OBOR in the company were in place. Also, 23.6% and 28.7% of them fairly agreed that project management systems on OBOR were in place for the company and the mechanism to measure OBOR expected results was established in the company, respectively. On the other hand, 22.3% showed neutral stance that emerging technologies



for future business risks in relation to OBOR were applied. For the company culture affecting the overall effectiveness of OBOR, it can be explained by three major predictors in 60.9%. They are : operational risks of OBOR, regular reviews of OBOR and mechanism to measure OBOR expected results. In order to make the OBOR initiative a sustainable one, it is time to implement the rationale of UNPRME - responsibility, values, purpose, research, method, dialogue and partnership to create impacts – responsible reproduction and consumption (UNSDG12) with innovations (UNSDG9) and transferable skills (UNSDG4) . Hence, policy makers and professionals need to be aware of the methods to close the gap identified and re-visit the communication modes and data sharing on OBOR initiative to make the business opportunities realized.

Based on a questionnaire collected from respondents in China on OBR initiative , three major constructs need to be considered before planning actions to visualize the business and social opportunities. They are:

- 1) Strategic value of OBOR to the company (UNPRME Principles of Values and Responsibility);
- 2) Sufficiency of data to support decision making (UNPRME Principles of Research and Method); and
- 3) Regular reviews Mechanism with operational risks and expected results measured of OBOR in the company (UNPRME Principles of Dialogue and Partnership, Values and Responsibility)

Through understanding the perception of students in higher educational institution in china, the extended version of DLDDC (Determine the values and level of responsibility/ Link the purpose and partners/ Define the values and

purpose/ Design the quality of data and review mechanism/ Communicate the expected results of OBR initiative of DFSS (Design for Six Sigma) with ISO 10015: 1999 training guidelines for project management skills and risk management skills, technological and system review skills for achieving UNSDG4.4 with transferable skills for an inclusive community,

Moreover, it is found that implementing the rationale of UNPRME - responsibility, values, purpose, research, method, dialogue and partnership to create impacts – responsible reproduction and consumption (UNSDG12) with innovations (UNSDG9) and transferable skills (UNSDG4). Hence, policy makers and professionals need to be aware of the methods to close the gap identified and re-visit the communication modes and data sharing on OBOR initiative to make the business opportunities

Last but not least, the exploratory factor analysis revealed that while companies discuss OBOR, the two most important factors are i) regulations and professional standards in the context, and ii) whether companies can capture the opportunities brought about by OBOR.

References:

1. AlHakim, Latif and Jin, Chen (2014) Quality Innovation Knowledge, Theory and Practices, IGI Global. A volume in the Advances in Information Quality and Management (AIQM) Book Series, PA.
2. Fisanick, Christina (2008) Eco Architecture, Cengage Learning, MI, U.S.
3. Fisher, Donald (2010) “Stewardship & Sustainability-Acting responsibly with a focus on the future”, The Journal for Quality & Participation, January.
4. Fraenkel, Jack R. & Wallen, Norman E. (2003) How to Design and Evaluate



- Research In Education. McGraw Hill Companies, Inc., New York.
5. Freeman, Donald (1970) Boston Architecture. MIT Press. New England.
 6. Gardner, Howard and Davis, Katie (2014) The App Generation, Yale University Press, New Haven and London.
 7. Jencks, Charles (1980) Skyscrapers prickers sky cities. Rizzoli International Publications, Inc., New York.
 8. Kitagawa, Furni (2005) "Constructing Advantage in the Knowledge Society – Roles if Universities Reconsidered : The case of Japan", Higher Education management and Policy, Volume 17, No. 1, pp. 1-18.
 9. Kivunja, Charles (2015) "Exploring the Pedagogical Meaning and Implications of the 4Cs 'Super Skills' for the 21st Century through Bruner's 5E Lenses of Knowledge Construction to Improve Pedagogies of the New Learning Paradigm", Creative Education, 6, 224-239.
 10. Liddy, Mags, Tormey, Roland, McCloat, Amanda and Maguire, Helen (2008) 'Working in the action/research nexus for education for sustainable development', International Journal of Sustainability in Higher Education, Vol. 9, No.4, pp. 428-440.
 11. Lo, V.H.Y., Sculli, D., Yeung, A.H.W. and Yeung, A.C.L. (2005) "Integrating customer expectations into the development of business strategies in a supply chain environment", International Journal of Logistics: Research and Applications, Vol., 8, No. 1, March 2005, 37-50.
 12. OECD (1995) Performance Standards in Education In Search of Quality, Head of Publications Service, OECD, France.
 13. O'Dell, Carla and Hubert, Cindy (2011) The New Edge in Knowledge, American Productivity & Quality Centre(APQC), John Wiley & Sons, Inc. New Jersey.
 14. Pinho, Ana Paula Moreno, Bastos, Antonio Virgilio Bittencourt, Almeida de Jesus, Angra Valesca, Martins, Rebeca Aurelio and Dourado, Lais Carvalho (2015) "Perception of Growth Condition in the University from the Perspective of Freshman Students", Creative Education, 6, 154-163.
 15. Ryan, Alexandra, Tilbury, Daniella, Corcoran, Peter Blaze, Abe, Osamu and Nomura, Ko. (2010) "Sustainability in higher education in the AsiaPacific: developments, challenges, and prospects", International Journal of Sustainability in Higher Education, Vol. 11 No. 2, 2010, pp. 106-119
 16. Scully-Russ, Ellen (2012) "Human resource development and sustainability: beyond sustainable organizations", Human Resource Development International, Vol. 15, No. 4, Septameber.pp. 399-415
 17. Sibbel, Anne (2009) "Pathways towards sustainability through higher education", Interna-tional Journal of Sustainability in Higher Education, Vol. 10 No. 1, 2009pp. 68-82.
 18. Szitar, Mirela-Adriana (2014) "Learning about sustainable community development", The 5th World Conference on educational Sciences WCES 2013, Procedia Social and Behavioural Sciences 116, 3462-3466.
 19. Yeung, Shirley M.C. (2014) "Integrating CSR and Lean Teaching for Becoming a Social Responsible Teacher", 17th



UNESCO-APEID International Conference, October, 29-31, Bangkok.

20. <http://arc.miami.edu/news/thedesignintelligence-journal-ranks-um-soa-in-top-20-architecture-and-design>

21. <http://www.di.net> .

22. <http://www.di.net/articles/the-case-for-general-education/>

23. <http://www.johnhancock.com/corporateresponsibility/index.html>

24. <http://www.unesco.org/new/en/education/themes/leading-the-international-agenda/education-for-sustainable-development/>

25. <http://www.unescobkk.org/news/article/17th-apeid-conference-empowering-teachers-for-the-future-we-want/>

26. Freeman, Donald. Boston Architecture. New England. MIT Press. 1970. Print.

27. Harris, Andre and Moore, Susan (2015) “Convergence and divergence in conceptualizing and planning the sustainable city: an introduction”, *Area*, 47.2, 106-109.

28. Jencks, Charles. Skyscrapers-skyprickers-skycities. New York. Rizzoli International Publications, Inc. 1980. Print.

29. Szitar, Mirela-Adriana (2014) “Learning about sustainable community development”, *The 5th World Conference on Educational Sciences – WCES 2013, Procedia – Social and Behavioural Sciences* 116, 3462-3466.

30. <http://www.di.net>

Appendix

Aim : Exploring the perception of One Belt One Road Initiative (OBOR) from respondents about strategic planning, Internal Control, Business Risk and Legal Issues

Direction : Circle the number you believe best represents your opinion.

1 = “Strongly Disagree” to 7 = “Strongly Agree” with N/R – “Not Relevant”.

(1) I think the strategic value of OBOR to the company is high.	1	2	3	4	5	6	7	N/R
(2) I think the company’s awareness of business opportunities of OBOR is high.	1	2	3	4	5	6	7	N/R
(3) I think there is alignment between OBOR and company’s objectives. o	1	2	3	4	5	6	7	N/R
(4) I think the awareness of technology-related competitive threats of OBOR is high.	1	2	3	4	5	6	7	N/R
(5) I think innovative use of OBOR to undertake new businesses is high.	1	2	3	4	5	6	7	N/R
(6) I think the company has ability to critically evaluate OBOR investment recommendations.	1	2	3	4	5	6	7	N/R
(7) I think there is sufficiency of data to support decision making at every level throughout the company about OBOR.	1	2	3	4	5	6	7	N/R
(8) I think the company has considered all stakeholder concerns when making investment decisions in relation to OBOR.	1	2	3	4	5	6	7	N/R



(9) I think human resource policies are in place in a company in relation to OBOR, for example staff development policies on project management skills.	1	2	3	4	5	6	7	N/R
(10) I think contractual agreements are in place on OBOR suppliers	1	2	3	4	5	6	7	N/R
(11) I think company culture affecting the overall effectiveness of OBOR.	1	2	3	4	5	6	7	N/R
(12) I think operational risks of OBOR are considered in the company.	1	2	3	4	5	6	7	N/R
(13) I think standards for security in relation to OBOR is ensured in the company.	1	2	3	4	5	6	7	N/R
(14) I think the mechanism to measure OBOR expected results is established in the company.	1	2	3	4	5	6	7	N/R
(15) I think regular reviews of OBOR in the company are in place.	1	2	3	4	5	6	7	N/R
(16) I think project management systems on OBOR are in place for the company.	1	2	3	4	5	6	7	N/R
(17) I think emerging technologies for future business risks in relation to OBOR are applied.	1	2	3	4	5	6	7	N/R
(18) I think social media platforms to assess consumer sentiments towards OBOR are in place for the company.	1	2	3	4	5	6	7	N/R
(19) I think all local regulatory requirements for OBOR for compliance are in place for the company.	1	2	3	4	5	6	7	N/R
(20) I think overseas regulatory requirements for OBOR for compliance are in place for the company.	1	2	3	4	5	6	7	N/R
(21) I think all professional standards in relation to OBOR are in place for the company.	1	2	3	4	5	6	7	N/R