

**Implementation of a competency-based approach to leadership in the Chinese
real estate focusing on Vanke in China**

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Abstract

In the introduction chapter an understanding of the leadership competencies has been provided along with a complete knowledge on the importance of competency-based leadership in the Vanke which is based on China is evaluated. The aim of this project is to understand the factor which is essential for the competencies of the leadership for the development of the business of real estate.

In literature review chapter a complete description of different literature on the competencies approach of leadership has been done. Through this chapter a complete understanding of competency leadership has been seen which defines that it requires to include different attributes and behavioural aspects of leaders for developing the business of real estate. Besides, honesty, integrity, intellect, empathy towards the teammates, showing emotional respect should be the qualities of leaders for including competences in leadership. Through this manner, the leaders can improve their organisational practice in Vanke, China.

In secondary methodology has been discussed in this project which evaluated a different journal of different authors. It has been found that databases such as Google Scholar and ProQuest have been used for this research purpose which is helpful for the developed of this research.

A total of 10 journals have been used for this research where the journals has been published on the last 5 years which is between 2018 to 2022. A complete analysis of those authors and evaluated of the written document has been discussed in this chapter.

In fifth chapter, discussion of the collected journals is evaluated which is required for the development of this project. On the other hand, it has been found that behaviour and trait of leader is the main two factors of the competencies of the leadership.

It can be concluded that proper leadership and competencies are required for the real estate business development of the Vanke, China. A competency-based leadership is highly required for the developing business prospective of the organisation.

Acknowledgement

I am highly grateful to my teachers for guiding me to choose the topic which stated that *“Implementation of a competency-based approach to leadership in the Chinese real estate focusing on Vanke in China”*. I appreciate the learning opportunities I have got from this study and providing me complete knowledge on the topic and how improvement of leadership competencies in the Vanke can be developed are discussed here. I have gathered variety of information from different online sources and database, I am thankful to all authors from whom I am able to get knowledge on the topic. Additionally, I am thankful to my parents and classmate for the constant support they have been provided to me.

Thanking You....

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Chapter 1. Introduction

1.1 Research contexts

Chapter one establishes the framework of the entire research to get an insight on the beneficial elements of a competency-based approach of leadership to Vanke in China. The research projects key determinants involved in influencing leadership behaviours at Vanke. The research study will explore that how Vanke implements competency-based leadership practices while seeking the same for other organisations that may improve their leadership behaviour through competency-based approach (Sang *et al.*, 2018). The abilities and actions of a leader that promote in incredible effectiveness are known as leadership capabilities. Organization like Vanke can help determine and train their upcoming future leaders by employing a competency-based perspective to management. As mentioned by Seemiller (2018), although some management skills are required of all businesses, major leaders like Vanke and others should determine what leadership behaviours are unique to their business in effort to get an edge over its competitors.

First-Level Leadership Competencies			
Visionary	Tactician	Facilitator	Contributor
Understanding and translating strategy into work group requirements	Ensuring results are achieved by effectively planning work, delegating responsibility, and reviewing performance	Creating an environment of collaboration and partnership to ensure effective working relationships	Creating organizational success by contributing their personal talents, experiences, and abilities
KEY FIRST-LEVEL COMPETENCIES			
■ Setting Work Group Objectives ■ Developing Employees ■ Coaching & Feedback ■ Motivating Employees	■ Managing Performance ■ Setting Employee Goals ■ Planning Work Tasks ■ Coordinating Work Activities ■ Directing Tasks ■ Delegating Tasks ■ Hiring & Staffing ■ Focusing on Quality	■ Demonstrating Interpersonal Versatility ■ Resolving Conflict ■ Communicating ■ Leading Groups	■ Understanding Business Issues ■ Making Decisions ■ Contributing to Teams ■ Managing Time ■ Developing Self

Fig 1: Competency-based leadership approaches

Source: Seemiller (2018)

Emerging globally integrated representatives gives multinational corporations like

Vanke a comparative benefit. In regards to necessary leadership capabilities, multinational organisations like Vanke confront unique challenges that necessitate specific skills (Ratnawat, 2018). To specify, a global powerhouse is usually characterised as somebody who nurtures business in an international market, establishes corporate strategy, and maintains diverse multicultural and dispersed workgroups. According to a Conference Board review article, 73 percent of businesses agree that the job requirements for domestic industry leadership and world leadership vary considerably (Alade and Windapo, 2019). Maintaining a diversified workforce and business operations; adaptation to changing cultural norms and values; and transitioning to multiple businesses and subjective stressful situations are some of the struggles that global leaders may encounter in Vanke.

Studies have recognised that global leadership competencies can produce positive outcomes in terms of addressing the exceptional hurdles of global leading figures. Building a strong mental attitude, cross-cultural information sharing skills, and showing respect for ethnic multiculturalism are among these global areas of expertise that are critical to success in the global organisation. Osland *et al.* (2020), studied effective global representatives and evolved a set of pre - defined global leader skills and knowledge. Human resource professionals can choose leadership capabilities to foster the progress of leading figures and, as a result, the overarching corporate strategy. High opportunities are frequently suggested as promising future needs of an organisation. As a result, classifying significant potential is critical to both career management preparation and leadership development strategies in an organisation (Eliyana and Ma'arif, 2019). The goal of this study has been to determine the major mechanisms used by organisations to distinguish high potential representatives, and how team members comprehend the equitable treatment of all shareholders. At a national conference, researcher administered a poll to study the leading figures from a wide range of organisation dimensions and industrial sectors.

Chinese leading figures from Vanke will have to constantly adjust to a world culture as their businesses globalise. Predefined characteristics of a leader have existed for many years. Certain personality characteristics, such as dedication, intellectual capacity, and truthfulness, and the competence to observe the broader context and have a transparent

vision of where their business is going, are crucial for any business pioneer. Today's Chinese corporate leading figures must be able to converse in an important and innovative manner in attempt to inspire their staff to start believing in themselves sufficiently to achieve competitive advantage on the worldwide scene (Liu *et al.* 2019). Throughout the last twenty years, Chinese businesses achieve tremendous advancement, allowing China to surpass Japan as the world's second-largest economic system. Chinese enterprises such as Huawei, Oppo, and Vanke are excellent instances of the resurgence of strong firms.

Dimension of Competency	Core Competencies	Examples of Related Skills
Self-management	Work Habits	Time management; Goal orientation; Organisation skills; Work ethic; Follow through
	Work Attitudes	Initiative; Effort; Persistence; Energy; Optimism
	Stress Management	Self-control; Stress tolerance; Personal resiliency; Work/ life balance; Resiliency; Adaptability
	Self-Insight	Self-confidence; Self-awareness; Self-reliance; Humility; Suspending judgement
	Learning	Learning strategies; Intellectual curiosity; Continuous learning; Seeking feedback
Leading Others	Communicating	Communicating with co-workers; Active listening; Facilitating discussion; Public speaking; Developing external contacts; Communicating outside the organisation
	Interpersonal Awareness	Psychological knowledge; Social orientation; Social perceptiveness; Service orientation; Nurturing relationship
	Motivating Others	Taking charge; Orienting others; Setting goals for others; Reinforcing success; Developing and building teams
	Developing Others	Knowledge of principles of learning; Interpreting the meaning of information for others; Assessing others; Coaching, developing, instructing
	Influencing	Cooperating; Persuading; Resolving conflicts / negotiating; Empowering; Inspiring; Political savvy
Task Management	Executing Task	Task-relevant knowledge; Delegating; Attention to detail; Coordinating work activities; Providing feedback; Multi-tasking
	Solving Problems	Analytic thinking; Analysing data; Mental focus; Decision making; Designing work systems
	Managing Information and Material Resources	Managing materials and facilities; Managing information resources; Performing administrative activities; Maintaining quality
	Managing Human Resources	Succession planning/ recruiting; Personnel decision quality; Managing personnel policies; Maintaining safety
	Enhancing Performance	Enhancing task knowledge; Eliminating barriers to performance; Benchmarking; Strategic task management
Innovation	Creativity	Generating ideas; Critical thinking; Synthesis/ reorganisation; Creative problem solving
	Enterprising	Identifying problems; Seeking improvement; Gathering information; Independent thinking; Technological savvy
	Integrating Perspectives	Openness to ideas; Research orientation; Collaborating; Engaging in non-work related interests

Fig 2: Competency model with anticipated core competencies and related skills

Source: Ratnawat (2018)

1.2 Rationales of the research

Strong organizational culture results from an emphasis on leadership competencies and skills enhancement. Nonetheless, the skills mandated for a specific position may differ depending on the organization's operational tier. Businesses can use a competency structure to determine which career paths at which phases require which skills (Schwaller *et al.* 2021). The Centre for Creative Leadership researchers discovered some critical leadership attributes that are consistent across enterprises. The overall system is segregated into three parts: monitoring the company, instructing the company's growth and development, and maintaining others in the company. Wang Shi the former founder and Chairperson of Vanke is an exceptionally vivid character in China's genteel conference rooms, a venture capitalist who also rows, ascents mountain range, and gained attention when he got engaged with fairly young performer (Chenet *al.* 2018). He has climbed Everest multiple times and is the first Chinese man to reach the summits of all inhabited continents.

Vanke was established in 1984 by Mr. Wang Shi. Following Vanke's stock offering in 1988, he represented as chairman of the committee and chief operating officer. He stepped down as general manager in 1999 and as chairman in 2017, and he is now the committee's honourable director (Sang, 2019). Mr Wang Shi devoted his life to the company's aspiration, team cohesion, and approaches. Vanke has cultivated into China's foremost realtor, scoring 307th in the Fortune Global 500, and an innovator in green building projects under his governance. The leadership disaster erupted in late 2015, after Baoneng introduced its hostile takeover and a few more annoyed venture capitalists raised concerns that Wang was wasting too much time learning at Harvard and Cambridge with not sufficient time devoted for the corporation (Muvunza and Frantz, 2020). The squabble over Vanke over the last eight months has demonstrated how unforeseeable deliberations with the Chinese administration can be for Chinese business executives.

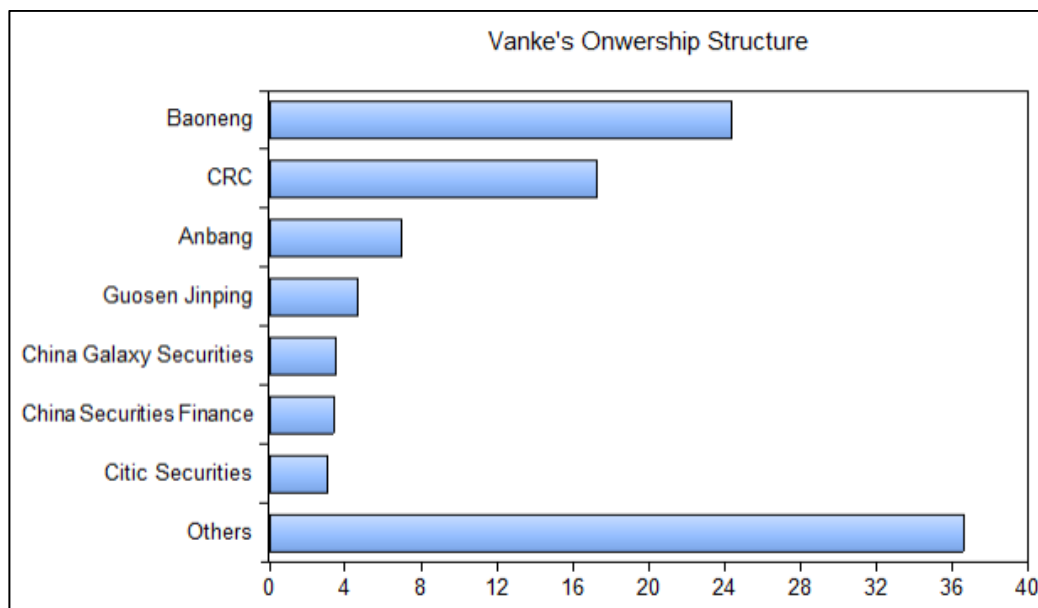


Fig 3: Chart showing largest shareholder as Baoneng with 24% stake after Vanke suspended trading its shares

Source: Muvunza and Frantz (2020)

In China, antagonistic acquisitions are extremely rare because the current regime usually makes a decision which businesses grow and which underperforms. Vanke is one of China's most profitable development companies, with a profit of \$18.1 billion Yuan (\$2.7 billion) in 2013 (Alade and Windapo, 2019). Mr. Wang is a well-known adventurer, but he is also a strong proponent for corporate accountability and a prototype legal and regulatory figure. Wang Shi, a business magnate who built his fortune from the ground up, revelled in his celebrity and rejoiced in the splendour of his prosperous enterprise. After having mastered his nation's volatile real estate improvement enterprise and thus appreciating a rapidly increasing and rigorous share value, China Vanke's pioneer, Wang Shi, was abruptly introduced with a trenchant notification from the Hong Kong Stock Exchange. The competitor Baoneng Group registered regulatory paperwork implying that it had vehemently obtained 5% of his corporation and was searching to purchase more (Liu, Wang and Chen, 2019). The Vanke cases were both vicious, igniting a nationwide debate about financial regulation and the involvement of the Chinese government in the stock exchange.

1.3 Research question and aim

The aim of the research is to recommend the real estate giant in implementing competency-based leadership within the organisation. Vanke may have diversification, equitable work policies, and incorporation (DEI) initiatives that, when employing, prudently prioritise star quality over backdrops (Eliyana and Ma'arif, 2019). Each of these variables that impact the skills and abilities of leadership may influence the operations within Vanke.

The research questions pertaining to the relevancy of adopting competency-based approach in leadership within the organisation is projected below:

- a. How advantageous would be the competency-based leadership approach for Vanke?
- b. What are the key factors involved in affecting the leadership behaviours within Vanke?
- c. How effective will it be for Vanke to implement the competency-based leadership approaches within the organisational practice and policies?
- d. How Vanke can effectively improve the leadership stance through implementing competency-based approach?

1.4 Research hypotheses and objectives

The hypothesis and the objectives are drafted on the same background on which the research study is premised to explore the effectiveness of competency-based leadership approach suitable for the Chinese real estate sector focusing on Vanke in China. They are mentioned in the following points:

- a. To explore the advantage associated with competency-based leadership approach focusing on Vanke in China
- b. To identify the major factors involved in affecting the leadership behaviours within the real estate giant, Vanke in China

- c. To find the multitude of effectiveness of competency-based leadership approach for Vanke in China influencing its policies and practices
- d. To gain insight on the effective ways that Vanke will improve its leadership behaviour by implementing competency-based leadership approach

1.5 Dissertation structure

The dissertation structure straightforwardly implements the abstract through which the readers will be able to gain insight on the findings of effectiveness of the competency-based leadership approach that focuses specially on the real estate giant Vanke in China. The first chapter will highlight the problem of the statement, research aim and questions and the conceptuality of conducting the research on the given topic. The second chapter will project the literature review that summarises the literature associated with the topic (Ratnawat, 2018). Chapter three discusses the methodology, research design and data collection method incorporated within the study. Chapter four discuss the findings of the study premised on the topic. Chapter five discusses the overview of the findings and future scope for research on the same topic. The rescan study culminates with the last chapter six with conclusion and recommendation drawn from the study.

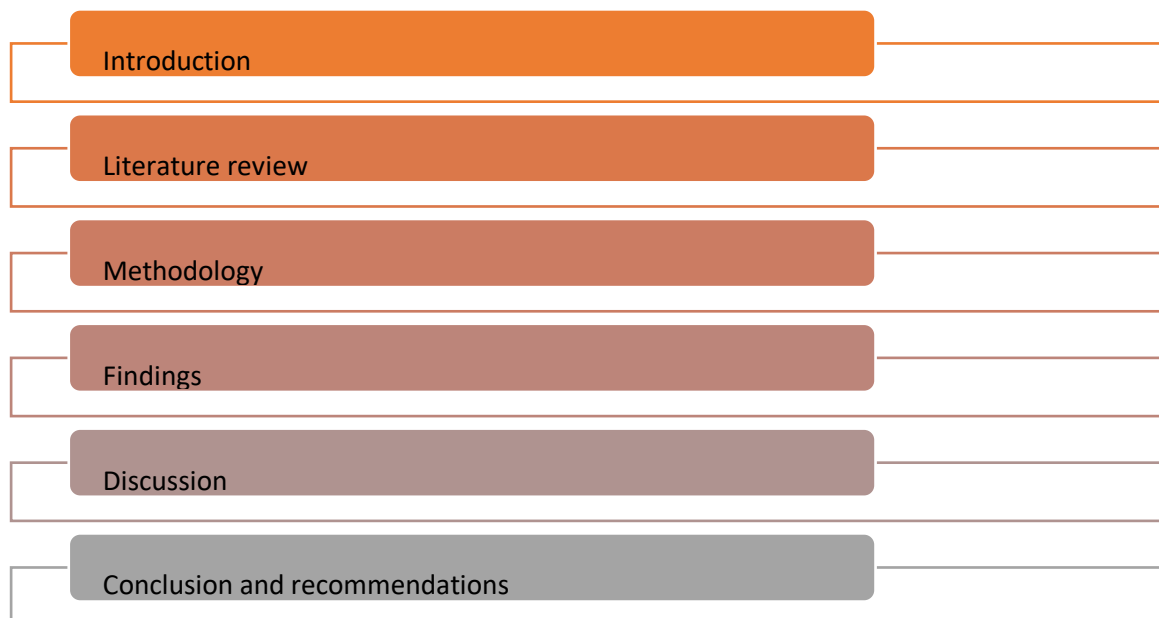


Fig 4: Dissertation structure

Source: Created by the Author

Chapter 2. Literature review

2.1 Introduction

In this chapter a complete analysis on competency-based leadership has been discussed. This literature review chapter has discussed on the different approach of the leadership and provide a complete understanding of how competency-based leadership can help the real estate business and improve the condition of Vanke. Thus, this chapter has provided a detailed explanation of the competency-based theory and the factors that are affecting this theory.

2.2 Conceptual Framework

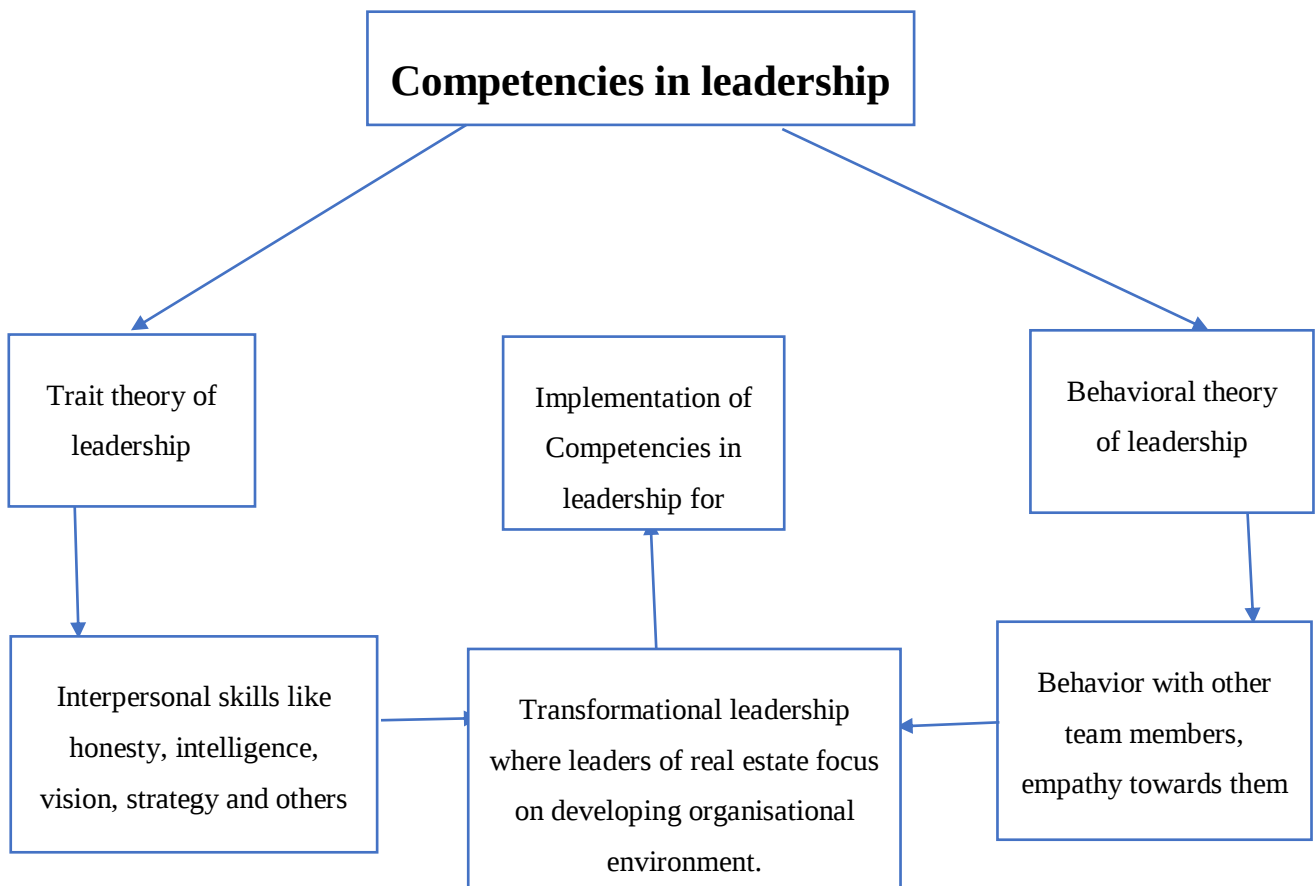


Fig 5: Conceptual framework

Source: Created by author

2.3 Explanation of the competency-based approach of leadership

Leadership competency that influences the behaviour and skills of leaders and provides superior performance. As mentioned by Ahmed and Philbin (2020), it has been seen that a leader must include competency in their characteristics for developing the organisation and it is helpful to identify a developed next generation leader. A competence discussed that skill developed is helpful for promoting better leadership that eventually helps the organisational work process. According to Gou *et al.* (2018), in real estate business developing leadership competency is highly required as it is a business with involvement of 5 main categories and these are commercial, residential, raw land, industrial and special use. Thus, Vanke which is a Chinese real estate company selling properties in more than 60 cities of China with the real estate properties (Liu *et al.* 2020). A great leader can help to include a better business procedure in this company which eventually will be helpful to enhance their business.



Fig 6: Competency approach of leadership

Source: Ahmed and Philbin (2020)

According to da Silva *et al.* (2019), leadership competencies are established for equipping the leaders with involvement of knowledge, skills, abilities, as well as other important characteristics that are helpful for leading the followers in achieving the organisational goals. It can be said that a leader's main purpose is to stimulate other followers towards the same oath for achieving the business goal for organisational success. In real estate business a strong competent leader is required to stimulate the

growth in the business and ensure the business development through it (Fowler, 2018). Thus, skills development and behavioural development is highly required for the competency-based approach in leadership for the real estate business.

2.4 Trait theory of leadership for improving competency

The trait theory of leadership describes the characteristics of leaders to result in the success and failure of business. It can be said that having traits in a leader can helpfully contribute to the competency of leadership which is required for the real estate business of Vanke. Trait theory basically discusses different qualities that a leader requires for leading a group of people. According to Wyatt and Silvester (2018), there are different traits that can be identified for a leader for improving their leadership qualities. Psychological traits which include the appearance, height, weight of the leader. The demographic trait that involves education, age, socio economic background of the leader that helps in developing the business. Thirdly, personality traits that include self-confidence and aggressiveness for the willingness to complete a work within time. Forth trait can be considered the intellective trait that include knowledge, judgement, intelligence, and decisiveness for finishing a task within deadline. Fifth trait can be considered as the task related which include achievement drive, persistence and initiative and last component include the social characteristics which involve cooperativeness and sociability for a leader (Salihu, 2019).

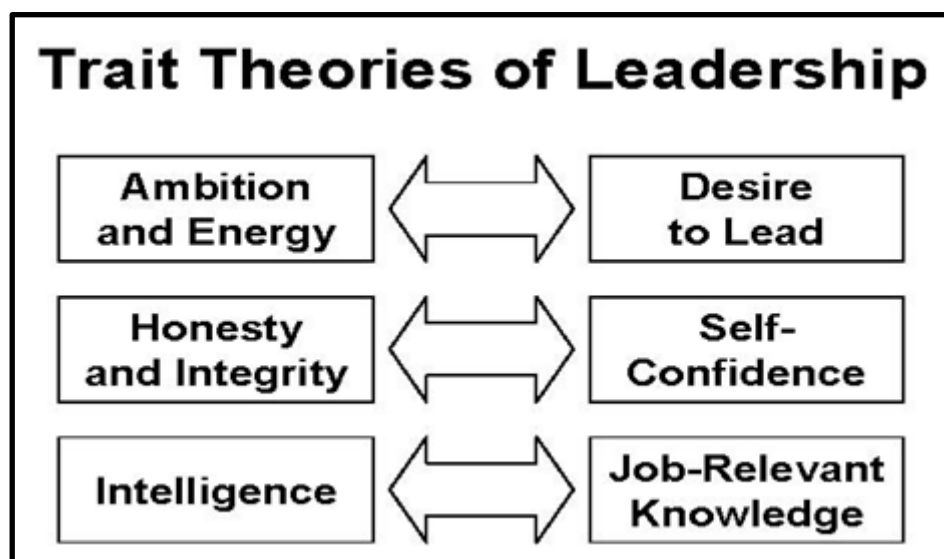


Fig 7: Trait theory of leadership

Source: Wyatt and Silvester (2018)

On the other hand, Verawati and Hartono (2020) argued that traits also include motivation, cognitive abilities of leaders are some of the complaints which help a leader to impose innovation in the business that eventually develop the business factors of the real estate business of Vanke. Honesty and integrity as well as emotional maturity is required for a leader to develop the competency which influences the company's growth by mitigating the competition in the market. Trait theory is capable of providing constructive information regarding leadership (Salihu, 2019). Managers of real estate business can consider the information of this theory and provide a greater perspective of business with some of the traits in them while stimulating different group members for achieving a particular organisational goal.

2.5 Discussing the behavioural theory that develop the competency of leadership

Behavioural theory of leaders depends on the behaviour of leaders with the team members. A leader's main focus should be on the teammates and provide complete guidance to them to achieve the development of organization. As suggested by Brohi *et al.* (2018), through this behavioural theory it can be said that this theory focuses on the act of leaders while stimulating a team to the right direction. On the other hand, it can be seen that traits can be compiled by other leaders but behaviour of a person cannot be copied. As mentioned by Muvunza and Frantz (2020), implementing a competency-based approach of leadership in the real estate of Vanke is highly required to include behavioural theory of leadership. The behavioural theory has different advantages and these are they are flexible in any situation and guide others while poor circumstances occur in the business.

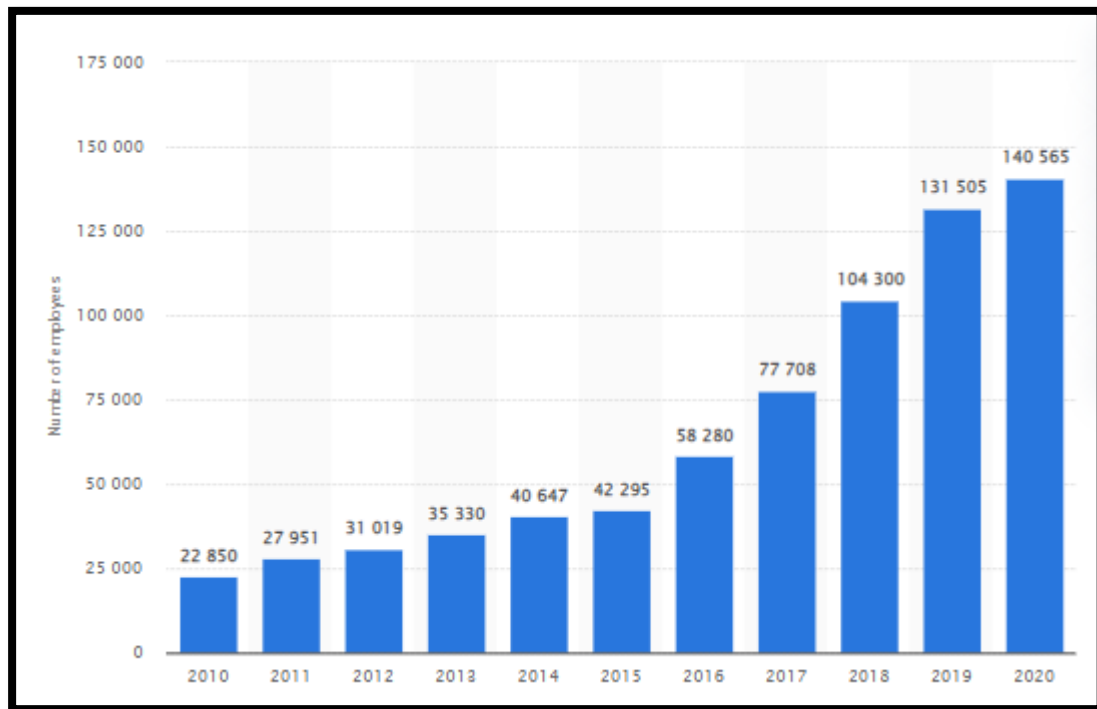


Fig 8: Employees number and growth of Chinese Vanke

Source: Statista (2020)

On the other hand, de Graaf (2019) stated that showing empathy to other team members or employees can provide a healthy work environment that is helpful for developing the employees to work in this environment. It has been found that in 2020 the number of employees in Vanke was 140,565 (Statista, 2020). Thus, behavioural theory of leadership is highly required for the development of the business through a particular system. The competency among the leaders can be included through maintaining the behavioural theory of leadership. Moreover, behaviour theory of leadership is highly important rather than the natural or inherited attributes of the leaders (Tariq *et al.* 2021).

2.6 Developing of leadership competency model

As mentioned by Podmetina *et al.* (2018), developing the leadership competencies in the leaders of real estate business, it is important to include three main approaches to it. Along with the attributes of leaders that is integrity, empathy, honesty, intellect and others, competencies is another important factor that a leader must include for

improving the business of the company. There are three main competencies that a leader of real estate business of China needed to incorporate in themselves for greater development of the business. It has been seen that **ability to lead** is one of the main factors that a leader must incorporate in themselves (Shum *et al.* 2018). In the real estate business of Vanke, leading the company in the right path is highly important. Through this system, the real estate business can ensure the success parameter as they are stimulating business in many cities of China. Without leading ability, a business cannot be moved to the right direction and create poor consequences for the business.

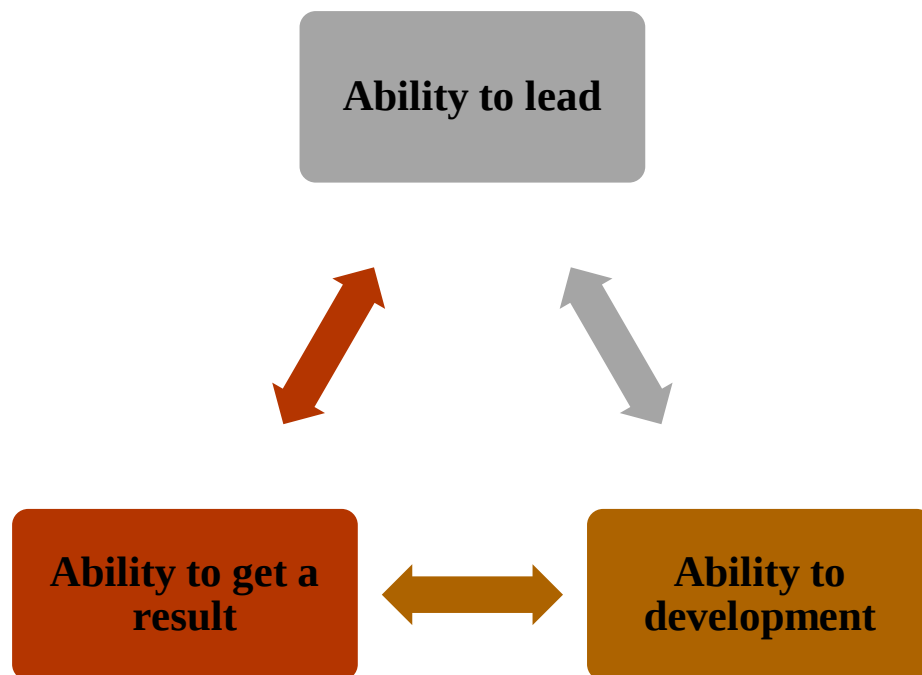


Fig 9: Improving competencies in leaders of real estate

Source: Influenced by Rahardja *et al.* (2018)

On the other hand, Irtaimah (2018) argued that development ability is the most important factor of competency-based leadership that the real estate leaders must incorporate. Becoming a successful leader, a person must foster the continuous development procedure for enhancing the qualities in them. On the other hand, it is helpful for creating a sustainable procedure of business that eventually ensures the business qualities that are helpful for stimulating a business. In real estate business the parameter is high as the opportunity of the business is also developed through the

business. Thus, taking the positive influence from others and concentrating on continuous development is highly required for the business development.

On the other hand, the third component of competency development is ability to get a result. This means after doing a work leader must showcase a result for the work (Rahardja et al. 2018). Whether the result is showing failure or success, a leader must consider those factors and produce a report for the team members. It provides the transparency of the relationship and developing the competencies are becoming easier for the leader. On the other hand, giving reward for the good workers can boost the confidence in team and produce more good work from the employees of real estate. Competencies in leadership are required for motivating others while doing work.

2.7 Factors affecting the competency-based leadership

There are many factors due to which the competency models are affected while making an implementation. According to Dušek *et al.* (2021), it has been seen that the competency model is highly subjective and decision making is not sometimes taken by the leaders only. There is involvement of many people that can be seen that can affect the leaders and create a greater impact on the real estate business. It has been found that in Vanke the competency leadership factors that have been affected is due to the organizational environment. Muff *et al.* (2020) argued that it has been found that in Vanke the value of the organisation is set by the people within it and set by the value and goal of the organization. On the other hand, the organizational culture of Vanke is another component that affected the leadership competences in the organisation (Barreca *et al.* 2020). Diversity of culture needs different understanding skills among the leader which needs to be mitigated through proper skills and behaviour. However, leaders are not aware of accompanies with the diverse culture which affect the competency leadership of the company. Additionally, organizational resources is another factor that is understood by the company as one of the factors of not being effective including the competencies of the leadership. As mentioned by Irtaimeh (2018), effective use of all these factors are not happening and due to it the competencies of leadership is affecting. On the other hand, employees' roles are not defined properly for which the leadership is facing consequences that are impacting the

business.

2.8 Implementation of competency-based leadership in the real estate of China

Implementation of the competencies in leadership needs a proper method and a person should include competencies in the business of real estate. According to Rahardja *et al.* (2018), interpersonal core competencies is one of the main characteristics that should be implemented which evaluate how the leaders behave with their subordinates. On the other hand, logistical core competencies is another factor of implementation that leaders use to plan and execute the projects. This is a helpful skill for decision making and will provide a greater impact on the business of Vanke. In contrast with the above writers, Ahmed and Philbin (2020) stated that internal core competencies is another factor that leaders must include in themselves to ensure professional development after doing the complete self-assessment. Self-reflection and personal accountability is a great company of business that is helpful for ensuring the development of the business.

It can be said that implementation of the competences needs development of emotional intelligence with proper relationship management with the team members. In real estate business diverse people work together. Thus, channelising them and including a proper method is highly essential for the business development. Responsibilities and decision-making abilities should be incorporated in the managers of real estate to ensure that best practice in the organisation is happening (Barreca *et al.* 2020). Observing others' work and making assumptions which can fruitfully ensure the business success is a procedure of conducting a business and ensuring the business practice for the organisation. On the other hand, showing empathy towards teammates can build good qualities in a person that eventually will help to grow the Vanke (Muvunza and Frantz, 2020).

2.9 Different types of leadership styles and proposed leadership

There are a total of 5 leadership styles and these are autocratic, participative, delegative, transactional and transformational (Atan and Mahmood, 2019). In authoritative leadership, the leader imposes expectations on others and stimulates the work according to it. As mentioned by Misra and Srivastava (2018) participative

leadership method incorporates everyone's thought while taking a decision and this becomes highly time consuming. Delegative leadership includes different experienced professionals in a team and influences them to work as a single team member. However, conflict occurrence is one of the disadvantages of this leadership.

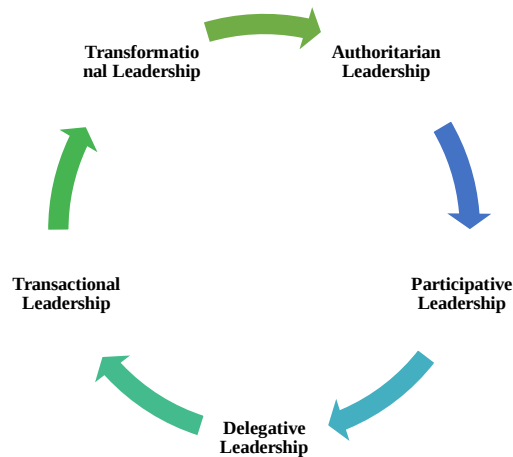


Fig 10: Leadership Styles

Source: Influenced by Juhro and Aulia (2019)

Transactional leadership includes a reward and punishment system that sometimes demotivate the employees for working in a tight schedule. Lastly, transformational leadership where leaders showcase the empathy towards the workers and try to solve each problem in the leadership. As mentioned by Juhro and Aulia (2019), transformational leadership is the most applicable leadership approach for including the competences that are helpful for growing a business in real estate. It is helpful for creating a healthy work environment with good behaviour with the employees.

2.10 Literature Gap

In this study the resources have been collected through different secondary sources. Thus, different informational on the cultural aspect of the study was not possible through this research. A depth understanding on the Vanke current leadership style could be gathered through observing the real worked which was not possible. Thus, developing the study is only based on the literature that is available on the database.

This can be considered as the gap in literature.

2.11 Summary

It can be summarized that competencies implementation in the real estate business of Vanke is essential as through it, this company can ensure growth. On the other hand, it is helpful to enhance the business procedure with different attributes of leaders and showcasing the growth of the business. Besides, behaviour is another attribute that is needed to incorporate in the business for development.

Chapter 3. Methodology

3.1 Overview

Research methodology is a chapter that deals with stating the methods with the help of which data can be collected. The researcher uses various methods through which the data of this research can be gathered. However, there are various methods that are under research methodology. These are research philosophy, research design, and research approach. All of these methods have a specific role to play (Ørngreen and Levinsen, 2017). These methods will be vividly discussed in this chapter along with the data collection technique used in this research. Proper justification of choosing the methods has been discussed widely. A Gantt chart also has been presented which shows the time taken by the researcher to finish all the activities in this research. Ethics are required to be maintained in order to conduct research. These ethics have to be maintained in order to state that the research is ethically correct. There are various limitations that have been faced by the researcher in this research (Snyder, 2019). These limitations also have been outlined in this section. The researcher has also conducted a risk management plan. The risks have been identified and the solutions also have been provided by the researcher. These have been provided in the tabular format below.

3.2 Research design

3.2.1 Research philosophy

The belief through which the data will be collected, gathered, and analyzed is termed as research philosophy. The main motive of research philosophy is to transfer those beliefs into things for a better understanding of the audience. There are two major research philosophies that have been identified. These are interpretivism and positivism. Positivism philosophy is also known as scientific and interpretivism is also known as anti-positivist. In positivism philosophy, the reality of the data is justified and stabilized and then these are transferred into objective data. The factual data of the responses gathered are presented by the researcher. It states that the observations made can be repeated (Moon *et al.* 2019). Predictions can be made by the researcher on the previously conducted research by other researchers. Positivism is related to tradition in

history and surrounds our society. Due to this reason, many researchers have considered positivism to be invalid and unscientific. Only empirical studies can have the positivism approach. This had been stated by Carison and Alavi after conducting various studies. The topics dealing with social studies can mainly have positivism philosophy.

Unlike positivism philosophy which deals with objective data, interpretivism deals with subjective data. The prime motive of interpretivism philosophy is to study the natural environment where the research will be conducted and subjective data will be interpreted to the audience (Novikov and Novikov, 2019). However, these phenomena affecting the natural environment of the research cannot be avoided by the researcher. There are various interpretations of reality and these are vividly explained by the researcher. However, the researcher has to ensure that the interpretations abide by the scientific knowledge that they intend to pursue. The only difference between both of them is positivism transforms into objective data and interpretivism transforms into subjective data.

3.2.1.1 Justification

In this research, the researcher will be using interpretivism philosophy. This means that the researcher will interpret the data that are available to him. The researcher will use secondary data which means journals, articles, etc (Ryan, 2018). These data will be analyzed by the researcher and will be interpreted by him so that easy conclusions can be derived from him. The data will be interpreted by the researcher from the existing literature that will be available to him.

3.2.2 Research approach

A basic structure and plan are created by the researcher with the help of a research approach in data collection, interpretation, and analysis. Detailed methods of data collection and huge assumptions are made by the researcher through the research approach. The problems in the research identified, describe the nature of the research approach adopted by the researcher. There are two major types of research approaches including the inductive approach and the deductive approach (Alase, 2017). There are various data that have to be presented by the researcher to the audience in the research.

There are various theories that are induced by the researcher in order to conduct research. These new theories will be derived to support the argument present in the research. this method is used when the inductive approach is adopted by the researcher. No existing data will be used by the researcher and new data and theories will be used by the researcher to derive conclusions.

The deductive approach is used when no new data or theories are deduced by the researcher. There are various existing articles and journals conducted by other researchers. This literature has been gathered and analyzed by the researcher. The conclusions of the research will be gathered from the analysis made from the existing literature (Van den Berg and Struwig, 2017). It is often witnessed that in case the researcher conducts a secondary method, the deductive method is implemented where data re gathered by his personal method and the researcher conducts a primary method, the inductive method is used when existing data is analyzed and interpreted.

3.2.2.1 Justification

In this research, the researcher will be using the inductive method. The researcher will be deriving data from the new literature conducted by himself. A secondary method will be opted by the researcher where the existing data will be interpreted by the researcher to present the necessary data to the audience (Woo *et al.* 017). However, the researcher will ensure that the data are not modified and the exact data will be provided to the audience. The authenticity of the existing data will be maintained by the researcher.

3.2.3 Research design

The framework of the methods and techniques implemented by the researcher to conduct the research is outlined by research design. Appropriate methods are used by the researcher to support the subject matter of the research with the help of research design. The type of research is explained with the help of the design of the research topic. There are five major types of research design. These are correlational, experimental, exploratory, descriptive, and diagnostic. There are two types of variables that exist within the research, i.e. independent and dependent variables. When the

correlational design is opted by the researcher, a relationship between the dependent variables and independent variables is created by the researcher. However, there is no direct manipulation of the variables gathered by the researcher (Dannels, 2018). A strict direction is provided by correlational design to the relationship among the variables. However, the correlation can both be positive or negative in nature. In a positive correlation, both the variables move in the same direction and are directly proportional to one another. In a negative correlation, both the variables move in opposite directions and are indirectly proportional to one another. The scientific method of using the two variables effectively within the research is determined with the help of experimental design.

The first set of the variable remains constant which is used to measure the differences that are witnessed in the second set of the variable. It is witnessed that in the case of quantitative research, the experimental design is mainly used. When enough data is not available by the researcher to deduce results, experimental design helps the researcher to gather the necessary data. Experimental design is used when any scientifically accepted conditions have been analysed within the research. the cause and effect of the variables are witnessed under experimental design. Due to this, time becomes an essential factor for this type of design (Sileyew, 2019). Every research has been conducted on the basis of a problem identified. However, the exploratory research design is opted for by the researcher when the research problem has not been identified by the researcher. The existing problem can be better understood when the researchers use the exploratory research design. Firstly, a topic is selected by the researcher based on any existing problem within the environment. However, in the case of an exploratory design, the topic is selected without any prior identification of the issue. A general idea is formed by the researcher and research is used as a mode through which problem can be identified. On the basis of the problem identified, the researcher has to shift his/her direction of the subject matter.

Any data within the organization is required to be gathered systematically, the main motive of the descriptive research design is to gather data in a systematic format from a population or a situation. There are various questions that can be answered within research as to why, how, when, what, etc. These can be answered once the descriptive

design has been opted for by the researcher. To question the variable questions, the descriptive design is used. It is witnessed that this design can be opted for when the researcher has the intention to use either qualitative or quantitative data. However, in this type, the data is not manipulated by the researcher, unlike the experimental design. There is always a cause of which the research has been conducted (Bloomfield and Fisher, 2019). The researcher will examine the cause of the research with the help of the diagnostic research design. However, this design deals with three stages. These are problem inception, problem diagnosis, and problem solution. Under the first stage, the researcher will identify the problems within the research. once the problem has been incepted by the researcher, the next step is to analyse the problems. The problems are ranked in levels as in which problem can be most harmful. The root cause of the problems is justified under this stage. The last stage is to provide solutions to the problems identified. On the basis of the level of the problem, solutions are provided under this type of design.

3.2.3.1 Justification

In this research, the researcher will be using the explanatory design. This means that the researcher will conduct a systematized researcher where every process will be following a format and the answers to the questions will be answered effectively through this design (Rahi, 2017). These questions will be answered in the secondary data analysis that will be done by the researcher in the next part.

3.3 Data collection techniques

Data collection is an essential part of the organization. There are two methods of data collection techniques. These are the primary method and secondary method. The primary method is the method through which data will be collected through personal methods used by the researcher. New data will be taken into consideration (Ivey, 2017). There are two types of primary methods. These are the quantitative method and the qualitative method. Under the quantitative method, the researcher conducts the research among a huge population. Quantity is the main factor of the quantitative method. Closed-end questions will be asked to the respondents. The qualitative method is when

the researcher conducts an interview. The researcher will gather respondents but quality in the answers will be gained by the researcher (Moser and Korstjens, 2018). A questionnaire will be formed by the researcher which is given in both interview and survey. The secondary method is when no data is collected by the personal efforts of the researcher. Existing journals and articles will be used by the researcher to gather and analyse the data.

3.3.1 Justification

In this research, the researcher will be using the secondary method of data collection. This means that the researcher will be gathering the data from the previously conducted researches (Johnston, 2017). These data will be analysed by the researcher and derivations will be made from them and presented to the audience.

3.4 Ethics

There are various ethics in research that has to be maintained by the researcher. The researcher has to ensure that Data Protection Act 1998 is abided by through which the data gathered by the researcher will be kept safe and secure. The confidentiality in the research has to be ensured. This means that no data or results can be disclosed in public before the research has been accepted and published cordially (Alderson and Morrow, 2020). The researcher also has to ensure that no modifications will be made to the existing data that has been collected for the secondary method. The authenticity of the secondary data collected will be maintained by the researcher.

3.5 Limitations

There are various limitations that are faced by the researcher in this research. these are as follows: -

- The researcher has faced time issues. Limited time was available to him which adversely had an impact on the correctness of the results gained by the researcher. In order to complete the research within the given time, he could not check whether every data has been appropriately collected by him or not (Theofanidis and Fountouki, 2018).

- The researcher is a student due to which he has a financial issue. Since the research is not paid, various costs have to be incurred by the researcher. This can be an issue for the researcher.

3.6 Gantt chart

Sl. No.	Activities	Week 1 to week 4	Week 5 to week 8	Week 9 to week 12	Week 13 to week 16	Week 17 to week 20	Week 21 to week 24	Week 24 to week 28	Week 29 to week 32	Week 33 to week 36
1	Selecting the topic									
2	Identifying the aims and objectives of the research									
3	Forming the relevant questions of the research									
4	Gather the necessary data for									

	literature review									
5	Evaluating the necessary methods used to collect data									
6	Gathering the data for secondary method of data collection									
7	Analyzing the data collected									
8	Stating the results gained from secondary analysis									
9	Concluding the research									

10	Stating the recommendation									
11	Submission of the research									

Table 1: Timeline of the Project

3.7 Risk management

Risks	Assumptions	Solutions of Issues	Dependencies
The researcher will face an issue is marinating authentic work and marinating the plagiarism check	The researcher will be using the data that are available in the previous studies. Due to this, there lies of possibility in similarity in work.	Any data that has been used by the researcher has to be referenced well so that he can avoid plagiarism. Also, the data presented by him has to be in his own words so that no similarity in work can be witnessed.	High dependencies

There often rises risks of getting reliable and appropriate data from secondary sources.	There are various journals and articles available on various sites that are not authentic. Due to this, various wrong information can be gained hampering the end result of the research. also in order to access reliable sites, payments have to be made. This becomes an issue since finance is limited for the researcher.	Budget issues can be faced by the researcher in order to get access pf paid reliable sites. So, the researcher has to ensure that the journals are effectively selected and that paid sites should be avoided.	Medium dependencies
Another major issue that is faced by the researcher is finding appropriate data for the research.	There is a wide range of data that are available. Amongst so many, it becomes an issue for the organization to select the appropriate data and conduct	Proper evaluation has to be done by the researcher in order to gain accurate data for conducting the research	High dependencies

	research on them.		
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Table 2: Risk assessment of the project

3.8 Summary

In this chapter, the researcher has stated all the methods with the help of which the data can be collected for this research. the researcher has used interpretivism, philosophy, inductive approach, and explanatory design in this research. secondary sources will be used by the researcher to collect the data.

Chapter 4. Result

No	Author and year	Study Design	Target Group	Findings	Limitations
1	Stanczyk <i>et al.</i> (2020)	Primary Quantitative with survey	20959 survey has been conducted for this research	Competencies in the leadership provide a systematic manner to enhance the leadership style which is helpful for the business	This study has not been drawn in any particular country context.
2	Jannesari. and Sullivan (2021)	Primary Quantitative with survey	274 SIEs in China has participated in the survey	Leadership competencies include the socialisation and motivation among the employees which	Survey size s too low to get a proper result

				develop the organisational practice	
3	Tucci <i>et al.</i> (2019)	Primary Quantitative with survey	362 students and among that 142 participates respondent	Leadership competencies curriculum mapping is essential for the business development purpose	Due to a smaller number of responses the authenticity of the journal cannot be determined
4	Larjovuori <i>et al.</i> (2018)	Primary Qualitative research for Interview	46 Interview has been taken for different people associated with business	Digital transformation is highly dependent in the leadership competencies and provide a greater	Sample size is small which cannot determine the quantitative value

				impact on the development of business	
5	Chen <i>et al.</i> (2019)	Primary Qualitative research for Interview	12 interviewers from 6 large real estate companies has been gathered from Chinese enterprise	It has been seen that leadership competencies provides flexibility in the business which is essential for the development	Sample size is small which is one of the limitations for this study
6	Harder and Narine (2019)	Primary Quantitative with survey	357 participates from different countries through email have participated in this	Leadership competencies are important for professional development and	A specific country can ensure the development for the business

			study	provide advantages for the interpersonal relationship	
7	Bakri and Abbas (2020)	Primary Quantitative with survey	100 participated of the age group of 40 to 49 in Malaysia	Leadership competencies promoted the sustainability in the business of Malaysian firms	Sample size is tiny which may not provide authentic information properly.
8	Irtaimah (2018)	Primary Quantitative with survey	180 leaders of the real estate industries have been participated	Strategic leadership competencies develop the business purpose which is helpful for the development of	A specific country context has not been drawn for this study.

				the business	
9	Sayed and Edgar (2019)	Primary Qualitative research for Interview	8 executives has been interviewed	Understanding the leadership competencies in the business and it is effective to enhance the performance	Sample size is small
10	Mei Kin <i>et al.</i> (2018)	Primary Quantitative wit survey and the country context in Malaysia	936 teachers from the 47 high professional organisations has participated	The study focuses giving that the leadership competencies changes the attitude and the principles of the people within	Author did not analyse people from different work culture

				organisation	
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Table 3: Result of the journals

Chapter 5. Discussion

5.1 Overview

Through this chapter a complete understanding of different journals and articles have been given which has provided knowledge regarding the leadership competencies and how those are helpful for the development of business. The main purpose of this leadership competencies is to showcase how the business of different organisations develop through the competencies and enhance the business procedure for the real estate companies of Vanke in China.

5.2 Discussion 1: Advantages associated with competency leadership

It has been seen that through the strategic process of leadership multiple advantages can be incorporated which is helpful for the business development of an organisation. It has been found that through the competencies of the leadership is enhanced to strategic thinking of leadership. Different business organisations including real estate businesses face different issues in the business that create multiple challenges for the workers within it. Thus, leadership competencies provide a strategic method which is helpful for the business development of an organisation and provide a sustainable method of development. According to Irtaimh (2018), after surveying the 180 leaders from different companies of corporate houses it has been found that leaders are pillars of business success. There is a model that has been placed and these are variables of relationship. In this model it has been showcased that leadership competencies develop team working processes, empower the employees and influence the growth of the business.

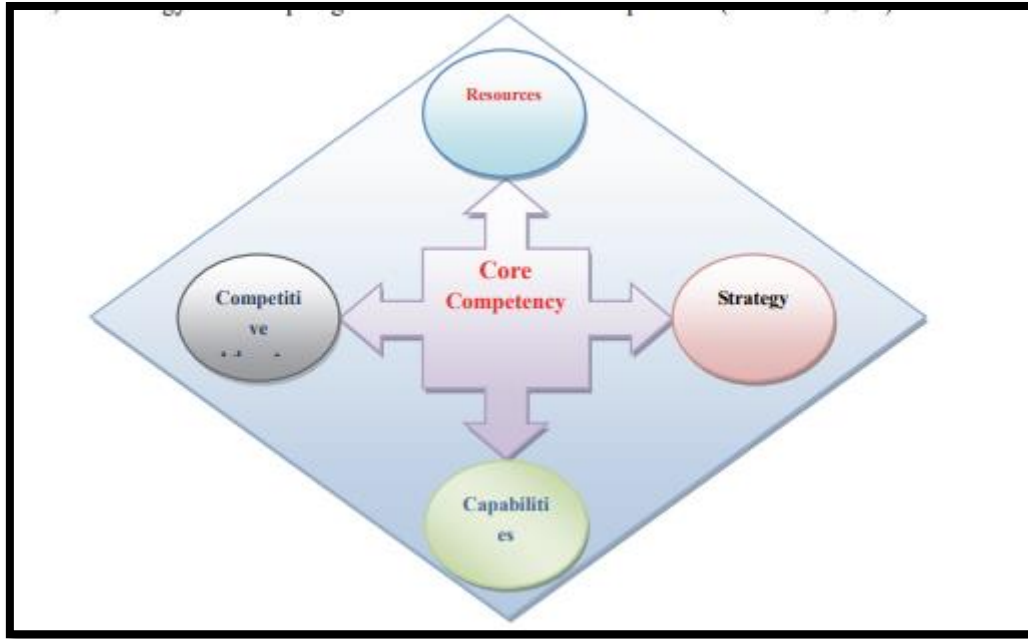


Figure 11: Core Competencies of Leadership

Source: Irtaimeh (2018)

On the other hand, Bakri and Abbas (2020) argued that leadership competencies' main purpose is to provide sustainability in the business. Without proper sustainable solution a business cannot be developed as per the guidance. On the other hand, the author further stated that transformational leadership is the most effective leadership style that can help to include the leadership competencies and provide a growth in the business success. On the other hand, protecting the environment of the leadership is another main factor which is essential for the growth of business. For a business organisation economic development is also essential as highly dependent on the leadership competencies. Thus, the real estate business of Vanke in China highly needed competencies in the leadership for the further development which is essential for the growth of the business. In this study, 100 participants have been surveyed and from the survey it has been found that organisational diversity and cultural impact is highly challenging while stimulating a business. Leadership's competencies main purpose is to mitigate those challenges and provide a greater impact on the business through a proper manner (Jannesari and Sullivan, 2021).

5.3 Discussion 2: Factors involved in affecting the leadership behaviour

There are many factors involved in the leadership competencies as well as business development. Not only the real estate business of Vanke, every process and the business organisation impacted through the factors that influence the business purpose of the organisation. Harder and Narine (2019), stated that leadership competencies matter while stimulating a business in the correct manner. It has been found that interpersonal leadership is one of the main purposes of the leadership style that is effective for the growth of the business. On the other hand, it is also essential for the development of leadership. According to the authors there are many factors that influence the leadership behaviour and organisational environment is one of them. It has been seen that in an organisation different cultural people work together. Thus, they impacted the work process differently and it influenced their decision making process of the business. Vanke must understand the factor that leadership competencies are required for mitigating the cultural differences that are happening in an organisation (Tucci *et al.* 2019). Thus creating a sustainable method for the business development is highly essential for further development and making an organisational sustainable for the long run.

In addition, Chen *et al.* (2019) suggested that the enhancement in the flexibility and the competence in the business activities is another purpose of the Vanke to ensure the leadership competencies. The author further mentioned that designing the employees' roles and creating a sustainable organisational culture is another main purpose of the leaders and this happens through competencies of the leadership. On the other hand, the economic and political factors of the business is another main purpose of the business which is essential for the development and enhancement of an organisation. Using the resources and utilising it in the correct manner is another purpose of the business which can be understood through this journal. The focus of this study is based on the Chinese organisation and empirical examination on project management through the leadership competencies developed through this study. Thus, understanding the business purpose and providing a complete knowledge on the study is the main purpose of this discussion.

5.4 Discussion 3: Multitude of the effectiveness of the leadership based on competencies

Multitude of the leadership is highly effective through the competencies based on the research. It has been seen that leadership is effective through the strong ethics, empowering staff, new idea genitals and communication method of the business. It has been found that through the research possesses a complete understanding on the importance of the effective leadership building through competencies are discussed. On the other hand, organisational capabilities, knowledge and resources give other benefits which are helpful for the business development of the organisation. Leader's personal attitude, knowledge and skills are some of the factors that depend on the competencies and its effectiveness. As suggested by Sayed and Edgar (2019), the changeable environment of the world economy is highly effective for the changes in the management. It has been found that through online technologies and globalisation the concept of leadership is also changing continuously (Jannesari and Sullivan, 2021). However, communication with the employees in face-to-face manner should continue to understand the issues of the team members and process work accordingly.

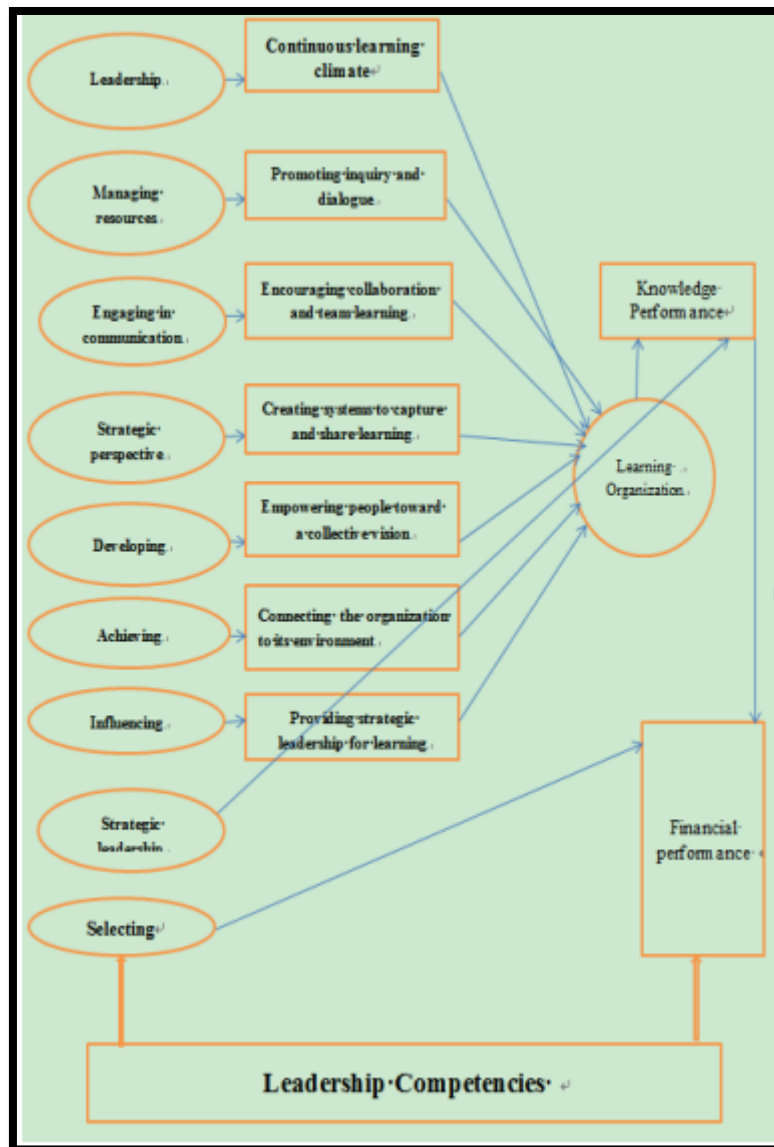


Figure 12: Leadership competencies

Source: Sayed and Edgar (2019)

It can be said that without proper management of the work, the real estate business of the Vanke cannot be developed. Proper leadership management is highly required which will be essential for the development of the organisation. Higher institute leader is including competences which are suitable for the business. In this study 8 semi structured interviews have been conducted which have discussed the business success of the organisation that is essential for the further benefit. On the other hand, Larjovuori

et al. (2018) mentioned that competencies in leadership's main purpose to accompanied with the digital transformation that is happening for the business organisation. It has been found that through a business organisation a complete understanding of digital development is essential. A leader must understand each factor within the business organisation for the further development of the business.

5.5 Discussion 4: Effective method of improving the behaviour through competencies leadership

Leadership behaviour is one of the main factors of the competencies in leadership management. It is an action to make an individual leader and stimulate a team in the right direction. It is essential for improving the productivity of the team and retaining more people for the business organisation. On the other hand, it is also helpful for the business development of the organisation that is essential for the further development of the business. As stated by Stanczyk *et al.* (2020), honesty should be one of the main factors to improve the competencies of behaviour in the leadership. Confidence in the leadership is another main factor that improves the business function of the organisation and proper decision and stimulating other people through it is the main purpose of the leaders. On the other hand, it's also essential for business development through a proper manner.

On the other hand, it has been found that good behaviour from the leader can encourage the workers to build a healthy work environment which creates more sustainability in the business. On the other hand, it has been found that through leadership procedure a proper management of the real estate work process is possible. On the other hand, it has been seen that through the real estate business, an organisation gets a huge benefit which is helpful for further development of the business (Mei Kin *et al.* 2018). Vanke, which is a Chinese organisation dealing with different priorities, must include behavioural attributes among the leaders who are CEO, managers of the company to enhance the business perspective. It can be said that leading a team to the right direction is the main purpose of the business development which is required for this company. Moreover, competencies in leadership are highly required for further development.

5.6 Summary

It can be summarised that leadership competencies are essential for the business development which has been showcased in this chapter. Without leadership competencies, the real estate business of Vanke cannot be successful to provide proper satisfaction to the customers. Thus, competencies building must ensure to go through proper leadership practice for development.

Chapter 6. Conclusion and Recommendations

6.1 Recommendations

Recommendation 1: Having vision for the leadership development

The Vanke, which is the real estate business of China, must have a clear vision and goal for the business success. Through this process, making a good leader for the company can develop the business of this organisation as well. It has been seen that through this process, the company can determine the best practice for organisation and leaders who are suitable for the business.

Recommendation 2: Understanding professional capability and uses of resources

The capabilities of each worker within the organisation are needed to evaluate before giving them any work. A proper management of the workers should be done through a competent leader who is capable of handling a whole team. Besides, improving the quality of the resource management is another process of business development.

Recommendation 3: Dealing with conflict and making high quality decision

Conflict within the organisation can happen which needs to be dealt with properly. Mitigating the conflict and focusing on the goal of the organisation is highly required for the business development of this organisation. Vanke needs to recruit leaders who are capable of making decisions which will be fruitful for the business is highly required for the business purpose.

6.2 Limitation of the Study

The main limitation of the study is that it is based on secondary resources. Through secondary resources a research cannot be developed much which is needed for a project. In secondary research, the main focus is on developing a study through existing resources provided by different authors. However, through primary research collection of first-hand knowledge is possible and providing more authentic information is also possible while conducting primary research. On the other hand, it is also essential for

the development of first-hand knowledge interpretation which is helpful for developing a huge database on the topic. Besides, statistical information is another main factor which cannot be developed through secondary research. This can also be a limitation of this research. Time bound of the research is another limitation that has been encountered through this research programme.

6.3 Future Scope

In future study, a survey or interview can be conducted in this topic which will be helpful for the research purpose. Thus, more authentic information on the topic can be gathered through the research and also first-hand information can be collected. Thus, emphasising more on this topic is possible through this research which will be fruitful for the research purpose. Understanding and evaluation more on this topic can be done through more knowledge gathering through this topic which is helpful for the research purpose. With more time, the research will be more informative and transparent which is another future scope for this study.

6.4 Conclusion

It can be concluded through this study that proper leadership is highly important for any business. Leadership competencies describe the different traits and behaviours of the leaders which is essential for developing leadership competencies. Without those trait and healthy behaviour a company cannot be developed properly. The study has emphasised on the real estate business of Vanke which is in China. They are lacking leadership competencies. The main purpose of this study is to give an overview to them of how to develop leadership competencies to enhance the business qualities which is helpful for the further development. Through the study it has been found that leadership competencies can be gathered through having vision towards the goal and management of the team members. Moreover, leadership competencies is the most vital process of developing a leadership which can develop a proper system for the business of Vanke.

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