

BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) :

Subject Code & Name : **MGT5103 Leading in Global Environment**
Semester & Year : September – December. 2016
Lecturer/Examiner : Dr. Lai Ving Kam, Associate Professor
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:

PART A (40 marks) : Read the case study “Leadership Talents Challenge in South East Asia” developed by Dr. Lai Ving Kam adapted from 2016 LinkedIn Talents solution research. Answer all three Case Study questions. Answers are to be written in the Answer Booklet provided.

PART B (60 marks) : Answer only five (5) essay questions out of 8 questions given. Answers are to be written in the Answer Booklet provided.

- 2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.**
- 3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.**
- 4. Only ballpoint pens are allowed to be used in answering the questions.**

WARNING: The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students’ Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

Case study for Part A of MGT5103 (MBA5301) Leading in Global Environment

Leadership Talents Challenge in South East Asia

The success of an organization is significantly determined by the quality of its leadership. LinkedIn Talent Solution research 2016 suggests the CEO, in particular, is responsible for up to a quarter of a company's performance. Finding quality leaders is critical to organization's success, so it's no real surprise that 82% of Human Resource decision-makers in the South East Asia region (SEA) say that it's difficult to fill leadership positions in their organizations.

Research investigates the tangible impact the leadership talent challenge has on the ability of businesses to grow and examines the success of strategies organizations are employing to address the challenge. Studies indicate filling leadership positions is a challenge in South East Asia as there is a significant gap in leadership talent. Most organizations are finding it tough to find and attract Quality leadership talent. Examine the extent of this gap across South East Asia and found a significant issue around the availability of talent. Compounding the challenge is that almost half the human resource decision-makers surveyed are concerned about the potential turnover of leadership talent. Filling leadership positions is difficult and unlikely to become easier in the near future. 82% of South East Asian decision-makers say that it's difficult to fill leadership positions and 60% are pessimistic about the hiring outlook for leaders over the next three to five years.

Many potential leaders don't have the skills and the development opportunities. One of the top reasons organizations find it hard to recruit leaders is the candidate's lack of soft skills and leadership competencies. The difficulty reflects the complexity of modern leadership roles. This is impacting the business. A majority are seeing an impact on their ability to meet current clients' needs, Innovation and Employee engagement. Of particular concern, 45% say there has been a large detrimental impact on Employee engagement in their organization. Organizations need to shift their thinking on leadership. They need to change their mindset on how to find, develop, and inspire leaders. Whilst succession planning is the most commonly adopted and successful strategy used, other commonly used strategies are not always the most impactful.

Succession planning is the most commonly used strategy (by 67%) and the most successful strategy (for 70% of adopters) used to address the leadership talent gap. Despite this, 1 in 3 HR decision-makers reported that their organization had not engaged in succession planning for key leadership roles in the past 12 months. Strategies that proved successful for adopters but are less commonly used in APAC represent an opportunity for organizations to gain a competitive advantage in the search for leaders. These include: using social professional networks to source talent, moving positions to where the talent exists, and increasing compensation / benefit offers. By knowing what's important to leadership talent, you can craft your organization's talent brand to reflect your strengths and appeal to your target audience. The LinkedIn research for SEA confirms that compensation is the top consideration when SEA Leaders are looking for a job. A good work / life balance is also a consideration that could be incorporated into your talent branding strategy.

Developed by Dr. Lai Ving Kam (Adapted from 2016 LinkedIn Talent Solution research)

PART A : CASE STUDY QUESTIONS (40 MARKS)

INSTRUCTION(S) : Answer ALL three (3) case study questions. Answers are to be written in the Answer Booklet provided.

Case Questions

Question 1

Why is there a difficulty in recruiting the right leadership in South East Asia? How critical the current situation?

(10 Marks)

Question 2

What are the critical issues described in the case? Select one area that you are familiar and suggest a corrective action to resolve the issue?

(15 Marks)

Question 3

Leadership succession planning is one of the solutions as addressed in the case study. How would you implement in your company?

(15 Marks)

END OF PART A

PART B : **ESSAY QUESTIONS (60 MARKS)**
INSTRUCTION(S) : **Answer only five (5) essay questions out of 8 questions given. Answers are to be written in the Answer Booklet provided.**

Question 1

Leaders tell us they are operating in a bewildering new environment in which little is certain, the tempo is quicker, and the dynamics are more complex. Can you suggest the appropriate leadership style or styles in such a volatile, globalized, and hyperconnected business environment and why?

(12 Marks)

Question 2

When you communicate with employees, how do you provide strategic clarity that's consistent with your organization's capabilities and an understanding of where it can add the most value?

(12 Marks)

Question 3

Do you have any early-warning systems that indicate when your view from the top doesn't match the reality on the ground level? Please list five (5) major cause of failure in Leadership!

(12 Marks)

Question 4

Among other top-ranking companies, senior-team diversity appeared to support strategies with a cross-cultural dimension. While we cannot quantify the exact relationship between diversity and performance what leadership traits you critically needed? Please list at least five (5) leadership capability gaps and justify your selection.

(12 Marks)

Question 5

Understanding and appreciating employee differences to build a more effective and profitable organization is critical in managing diversity. How companies can gain a competitive edge by effectively managing diversity? What challenges a company is likely to encounter with a diverse workforce in relation to leadership perspective?

(12 Marks)

Question 6

Change has become a constant in existing business environment, identify five (5) common obstacles to change and describe the role of Leadership in Change Management Process in a multicultural context.

(12 Marks)

Question 7

Well principled leadership does not necessarily require discarding past practices; rather, it emphasizes the importance of using what is good about the past, eliminating self-interest, and injecting passion into contemporary, values based leadership. Passion comes from leading with vision, integrity, and respect for others. In this aspect how Servant Leadership can build positive forward looking attitude coupled with the moral purpose, the idea of serving others, and building and sustaining relationships, the organization will inevitably experience positive growth. Illustrate the role of Servant Leader in this leadership development. Justify your selection.

(12 Marks)

Question 8

Facilitating the growth and development of leadership pipeline is an important contemporary leadership function. Yet in the presence of a generationally diverse workforce, this is not an easy task. As Group CEO, you are tasked to develop leader pipeline which is leading a multigenerational workforce and enabling that workforce to thrive and to meet tomorrow's business challenge. What difficulty will you anticipate? Please illustrate a Leadership Pipeline process!

(12 Marks)

END OF EXAM PAPER