



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) :

Course Code & Name : **MGT5103 LEADING IN A GLOBAL ENVIRONMENT**
 Trimester & Year : September – December 2019
 Lecturer/Examiner : Dr. Akram Al-Khaled
 Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

- This question paper consists of 2 parts:
PART A (40 marks) : FOUR (4) case study questions. Answers are to be written in the Answer Booklet provided.
PART B (60 marks) : Answer only FOUR (4) essay and structured questions out of 5 questions given. Answers are to be written in the Answer Booklet provided.
- Candidates are not allowed to bring any unauthorised materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
- 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.
- Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

WARNING: The University Examination Board (UEB) of BERJAYA University College 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.

Total Number of pages = 6 (Including the cover page)

PART A : CASE STUDY QUESTIONS (40 MARKS)

INSTRUCTION(S) : Answer all **FOUR (4)** questions. Answers are to be written in the Answer Booklet(s) provided.

Case Study: Emotional Intelligence for People-First Leadership at FedEx Express

FedEx Express is the world largest cargo airlines with over 290,000 employees moving seven million packages each day with 600 flights a day. One of the top 20 Fortune “Most Admired” for a decade. FedEx stands among the world’s successful enterprises.

While founder Fred Smith was focused on logistics and speed, from the start he believed that people were the key to business, and that leadership is about continuous growth: “Leaders get out in front and stay there by raising the standards by which they judge themselves – and by which they are willing to be judged.” This vision has translated to the “PSP Philosophy” – People-Service-Profit – which drives FedEx Express today.

The Company sees that the people-side of leadership has grown more complex, and looking to the future, is committed to developing leadership capabilities to manage the changing workforce. The goal is leaders who are better at influence, make decisions that are both quick and accurate, and are able to build a culture where people feel the dedication and drive for exceptional performance in a way that’s sustainable and creates real value for all stakeholders.

To measure leadership performance, FedEx Express administers “SFA,” an annual survey where every employee can provide feedback about managers. SFA themes include respect, fairness, listening, and trust – leadership responsibilities that are all about relationships and emotions. This commitment to people-first leadership created an interest in “emotional intelligence” as a learnable skillset that would equip managers to deliver the FedEx way.

Action-Based Emotional Intelligence

Where other approaches to emotional intelligence remain quite theoretical, the Six Seconds Model is designed as a process framework for using emotional intelligence on a day-to-day basis. At a macro-level, the model offers a three-step process with specific learnable, measurable competencies that support the three steps:

- Know Yourself- increase self-awareness of emotions and reactions (competencies: Enhance Emotional Literacy and Recognize Patterns).
- Choose Yourself- shift from unconscious reaction to intentional response (competencies: Apply Consequential Thinking, Navigate Emotions, Engage Intrinsic Motivation, and Exercise Optimism).
- Give Yourself- align the moment-to-moment decisions with a larger sense of purpose (competencies: Increase Empathy and Pursue Noble Goals).

Reviewing data from LEGACY in 2009 and 2010, the GLI team identified that a few key Emotional Intelligence (EQ) competencies were essential to strengthen “bench strength” and build the leaders who will move up the chain. Without revealing confidential details, the FedEx culture has focused on speed — which is a key part of the Company’s success. As leaders move up in the organization, the need for speed has to be balanced with a more careful, collaborative decision-making process to achieve sustainable success.

With this in mind, under the leadership of SVP Shannon Brown, the Company wanted a world-class leadership program that would move the Company to be one of the top five in the world. With the support of Dennis Reber, Managing Director, and Ray Murphy, Manager, of the Global Leadership Institute, FedEx decided to increase the emotional intelligence focus of the leadership training and deliver a new course called LEAD1 to put EQ into action at the frontlines. All new FedEx Express managers would receive the program to provide a solid people-first foundation upon which to build their leadership careers.

Results

Initial responses to the program are extremely positive. LEAD1 trained managers are showing increased ability to push the FedEx strategy and the “People First” leadership philosophy. In the words of a program participant, one of FedEx’s senior wide body captains,

“I began the week realizing that I was limiting myself with a single leadership style and an emotional intelligence level that was preventing me from reaching my full potential, particularly in stressful situations. I learned how to apply different leadership styles to meet specific situations, apply consequential thinking, and continue to improve my emotional intelligence. I am already applying this new found knowledge in my day to day work environment as well as my personal life.”

These insights and skills will shape the culture of FedEx for years to come. As Shannon Brown, Chief Diversity Officer for FedEx Express, and the senior HR leader for the organization puts it: “At FedEx Express, we’re committed to staying on the leading edge. For us, that’s always meant bringing out the best in people. As the business landscape becomes even more complex, we need additional capability. Leveraging the Six Seconds approach to emotional intelligence is helping us build a strategic asset that will let us maintain and strengthen our culture – which is essential to our competitive advantage.”

Qualitative Results

While the data are impressive, the human stories are compelling. Behind a 20% increase in relationships, we heard the story of a leader rebuilding trust with her team, or a marriage staying together. Behind a 15% increase in Quality of Life, we heard the story of someone finding meaning and recommitting to stay sober. That 10% increase in Decision Making is a story of a new manager finally “getting it” that people are what create value and changing the way he treats people.

The results of LEAD1 have gone far beyond the workplace. Participants have shared numerous stories of using the EQ tools to cope with loss, reunite with family members, step up to become better parents, and even make dramatic changes to improve health and wellbeing. By supporting new managers in this way, FedEx gains by having more competent leaders – and also by showing its people that the Company puts its values into action. In turn, this role models the kind of people-centered leadership that FedEx expects from all managers.

As a result of initial success, LEAD1 has expanded to FedEx regional globally – Asia-Pacific (APAC), Latin America/Caribbean (LAC) and Europe/Middle East/Africa (EMEA). There are now certified SEI Coaches around the world providing one-on-one “specific customized” coaching for managers to begin this phase of their careers with the insight and skills for people-first leadership.

Conclusion

The success of the project at FedEx offers several insights for other companies looking to gain value from emotional intelligence:

- Link to what matters.

At FedEx, concepts like “discretionary effort” and the leadership requirements from the annual SFA survey create an internal “case” for emotional intelligence. The champions of this project have helped leaders see that the learnable skills of emotional intelligence are building blocks to create the kind of people-first leadership the Company wants – which, in turn, increases economic value. This recognition has built support of the initiative at very senior levels.

- Build internal capacity.

By developing an internal team of emotional intelligence practitioners, the Company has been able to assimilate the concepts and skills of EQ and “translate” them to work within the Company culture. Having a large, strong team of emotional intelligence coaches and trainers means this program can be delivered at a large scale, creating a new “strand of DNA” to support the desired organizational culture.

- Walk the Talk.

The Company tells supervisors to put people first, so the Company puts people first. By supporting new managers to be good people, and investing in their growth right at the start of their management careers, FedEx senior leadership is providing a powerful role model.

Source: <https://www.6seconds.org/2014/01/14/case-study-emotional-intelligence-people-first-leadership-fedex-express/>

Question 1

Based on the case, propose how FedEx managers should play their roles to facilitate team effectiveness.

(10 marks)

Question 2:

Examine attributes that motivate the members of FedEx to remain highly engaged in their teams.

(10 marks)

Question 3

Based on the case, interpret the type of teams FedEx uses. Justify your answer.

(10 marks)

Question 4

Analyze how the standards are set by Fred Smith for FedEx teams improve organizational performance.

(10 marks)

End of Part A

PART B : **ESSAY and STRUCTURED QUESTIONS (60 MARKS)**
INSTRUCTION(S) : Answer **ONLY FOUR (4) questions**. Write your answers on the Answer Sheet(s) provided.

Question 1

Interpret how could leadership personality traits relate to effective leadership.

(15 marks)

Question 2

Debate the following statement “Some theorists suggest that leaders should be able to adjust their style to the situation in which they find themselves. Others suggest that leadership styles are relatively fixed and that leaders should be matched to situations in which they can exercise most control”.

(15 marks)

Question 3

a. Differentiate between transformational and transactional leadership.

(10 marks)

b. As a leader, assess the rationale to understand cultural difference and diversity in the workplace.

(5 marks)

(Total: 15 marks)

Question 4

As a leader, justify how leaders should create an ethical and socially responsible culture.

(15 marks)

Question 5

a. Describe **FOUR (4)** follower strategies for influencing the leader.

(8 marks)

b. Although each leader will have a distinct style, generally, decision-making process involves key common phases. Explain **THREE (3)** steps of the process of decision making adapted by organisational leaders.

(7 marks)

(Total: 15 marks)

End of Part B

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