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TC113-1

EMKAY GROUP: TAKING OVER FROM AN ENTREPRENEURIAL FATHER

Zarifah Abdullah, Ahmadasri Alaudin, Marhaiza Ibrahim

This case was written by Zarifah Abdullah, Ahmadasri Alaudin and Marhaiza Ibrahim, Universiti Utara Malaysia. It is intended to be used as the basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation.

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Institute for Management and Business Research (IMBRe)
Universiti Utara Malaysia
Tel : +604 – 928 7607/7608/7609 | Fax: +604 – 928 7611
<http://www.imbre.uum.edu.my>

Ahmad Khalif walked into his office in Damansara Utama, one fine Monday morning in 2013, with his usual briskness and, after removing several folders from his briefcase, sat down at the antique partners' desk in the corner. It was precisely at this moment that he noticed the buff-coloured envelope propped against the antique porcelain lamp.

Marked PERSONAL, it had apparently been hand-delivered, and he recognized the writing at once. He felt a small shiver of pleasure. Eagerly, he reached for the envelope, slit it open with the gold-and-jade paper knife, and took out the folded piece of paper. The note was boldly penned.

Meet me in Equatorial, tonight. I'll be waiting. Don't disappoint me, it said.

Ahmad Khalif frowned. His mind wandered off to what he had done to EMKAY Group for the past two years. *"Have I done enough? Have I done it right? Are people happy with the change?"* As he sat back on his executive, leather chair, which reminded him of his Chief Executive position, his only aim and ambition is to ensure the continued and sustainable success of the company and its people. He has been entrusted to lead the company by his father, Tan Sri Datuk (Dr) Haji Mustapha Kamal bin Haji Abu Bakar (addressed as Tan Sri hereafter); hence, he would not want to disappoint neither his father, nor the employees for the trust bequeathed on him. Ahmad Khalif realized that his leadership style might differ from that of his father, but he was confident that the new leadership style would work wonders for EMKAY Group. Thus, he pledged to himself that he has to make the right move, take the right decision in his aspiration to make EMKAY Group a prominent and highly regarded property development company in Malaysia.

EMKAY Group

EMKAY Group is located at Level 18 & 19, Block A, Menara Mustapha Kamal, PJ Trade Centre, No. 8, Jalan PJU 8/8A, Bandar Damansara Perdana, 47820 Petaling Jaya, Selangor Darul Ehsan. Established as a small property development company way back in 1983, with a handful but dedicated staff, EMKAY Group (formerly known as MK Associates), has grown to venture into construction, commerce, landscaping, resort, agriculture, manufacturing and education. It was a family business just like MK Land Holdings Bhd before the latter was publicly listed. Over the years, the EMKAY Group has developed properties with an estimated Gross Development Value (GDV) of RM10 billion comprising over 50,000 units of residential and commercial properties and 5 million square feet of office space.

Known as a leading property developer with a reputation for creating contemporary living and working spaces of outstanding quality, the EMKAY Group's projects include NeoDamansara in Damansara Perdana, NeoCyber, MKN Embassy Techzone and Malaysia's first Leadership in Energy and Environmental Design's (LEED) gold-certified green building; Bangunan Lestari EMKAY in Cyberjaya, and Pulau Banding eco-resort development in Gerik, Perak.

EMKAY Group has also been making inroads into the office development segment, particularly purpose-built and green office buildings. The Group played a vital role in the office development in Cyberjaya. To date the Group has built office buildings with a net floor area of approximately 2 million square feet and a gross development value (GDV) of more than RM1 billion. The vision of the Group is to be "A Global Property Developer and A Trusted Brand" which is aligned to its new core purpose in 2016 which is "We help people experience joy from great properties".

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