COLLEEN JENNIFER SHEPHERD

UB77428HAn86635

COURSE NAME: AMK024 ADMINISTRATION AND MANAGEMENT SKILLS

Assignment Title: Business Administration and Management Skills

ATLANTIC INTERNATIONAL UNIVERSITY

7 2022

Atlantic International University
A New Age for Distance Learning

Contents

Lesson 1: Introduction - Intellectual capital management workforce

Organizations need administration staff and managers to perform tasks such as attending to procedures, processes and administrative functions as well as providing internal or external training to ensure that the organization operates successfully. Managers and administration staff should therefore be suitably trained and qualified and have administrative and organizing skills, communication and analytical skills, time management skills, information technology and communication skills, leadership and interpersonal skills. Managers and administration staff are the intellectual capital of an organization and they need to be governed by clear guidelines, policies and procedures.

Intellectual capital management

Wikipedia defines intellectual capital as, "Intellectual capital is the sum of all knowledge; implying that knowledge that exists at different levels both within or outside the organisation has to be taken into account for intellectual capital." Intellectual capital comprises three elements, namely; human, structural and relational and it must be managed effectively by means of research and actions, assessments and transparency.

Intellectual capital is vital for creating value, both for companies and for the global economy and companies have adopted new approaches when managing workers. Experienced workers are continually changing, using and generating new knowledge which creates value for organizations. Attracting top talent is instrumental in creating value within organizations and this starts with the process of recruitment.

Recruitment

Recruitment is described by SmartRecruiters as: "the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it." Recruitment is also known as talent acquisition and is typically a function of the Human Resources Department. Positions are advertised using many different platforms such as advertisements, social media, and job boards, etc. A modern trend is for companies to use recruiting software which is more effective and efficient in identifying ideal candidates.

Five recruitment questions to screen for the best candidates for a Safety Manager.

Aim: Question 1 is aimed at determining ability to build a successful team. The candidate should demonstrate a knowledge of using appropriate methods, possess an interpersonal style that is not

ridged but flexible to build a team that is cohesive which will aid the team in completing their goals.

Question 1:

Numerous factors and obstacles can prevent a team from achieving its goals. Describe a situation when you helped your team achieve a goal by overcoming negative factors and removing obstacles.

Aim: Question 2 is aimed at determining ability to build customer loyalty. The candidate should demonstrate skill to meet customer needs effectively through constructive relationship building and proactively ensuring customer satisfaction and loyalty.

Question 2:

In our interactions with customers, both internal and external, we will encounter situations where unreasonable demands are made or expected. Recall to mind a time when you were faced with an unreasonable demand. What did you do in this situation?

Aim: Question 3 is aimed at determining the candidate's tenacity. The candidate should demonstrate the ability to adhere to a plan of action or a position to achieve the objective that is desired or until the objective cannot be attained within reason any more.

Question 3:

Describe a situation when you were able to overcome opposition to demonstrate that products or services ensured customer satisfaction by meeting their needs.

Aim: Question 4 is directed at determining whether the candidate is customer focused or not. The candidate should demonstrate that customers and customer needs are a fundamental focus in his/her daily performance and that customer relationships are successfully developed and maintained.

Question 4:

Give a specific example of actions you have taken or policies and procedures you have implemented that resulted in favorable results for your unit or department.

Aim: Question 5 is aimed at determining the safety awareness level of the candidate. The candidate should demonstrate the skill to identify and correct situations and conditions that impact on the safety of employees, thereby upholding and ensuring safety standards.

Question 5:

Often times, we work under intense pressure and may constantly be preoccupied with a task. Please relate such a time and describe the steps and actions you took to ensure that safety was upheld and not compromised.

Lesson 1: Conclusion

With the appropriate management of the most important aspect of an organization, the people, the best candidates can be sought out, hired, trained and developed and retained to ensure that they make valuable, lasting and impactful contributions to the organization.

Lesson 2: Introduction – Communication

According to the website MSG (Management Study Guide), "Effective Communication is significant for managers in the organizations so as to perform the basic functions of management, i.e., Planning, Organizing, Leading and Controlling."

A function of communication is to keep staff informed of any changes to policies, procedures, work instructions, etc.

Scenario:

I am the data manager of my organization. We maintain employee data records for external clients. I need to introduce a change in work instructions and procedures and systems that will affect staff and our customers. I have scheduled a meeting to explain the changes and give training on the new procedures. Below is the agenda we will follow in our meeting followed by the training points that will be covered in a yet-to-be-scheduled training session to ensure a smooth transition:

Agenda for an employee meeting to be held in the boardroom at our office on Monday 2 July 2022 at 09:00

- Attendance and apologies

- Review and acceptance of previous meeting minutes

- Matters arising from the previous minutes

    - List of items requiring action

- Operational review

    - Transition from manual data capture to upload of bulk data transactions on spreadsheets

    - Technical requirements

    - Training

    - Identify project owners and responsibilities

    - Transition dry-run

    - Customer relations management

- Announcement of change

- Designated customer relations management staff

- Submission of bulk data transactions on spreadsheets

  procedure

- Transition implementation date

- General

- Next meeting

Training: How to effortlessly transition from manual data capture to upload of bulk data transactions on spreadsheets.

1. Overview

2. Reasons for implementing change

3. Manual data capture vs upload of bulk data transactions on spreadsheets

4. Population of data on spreadsheets

   a. Data entry format

      i. Words

      ii. Numerals

   b. Mandatory fields and non-mandatory fields of data

   c. Identification card number or social security card number and passport number

   d. Selection of data from drop-down boxes

   e. Trouble-shooting errors

5. Technical requirements

    a. Hardware

    b. Software

    c. Liaison with Information Management Department

6. Assisting clients with queries

7. Training manual – a reference tool

8. Dry-run date and go-live date

9. Confidentiality
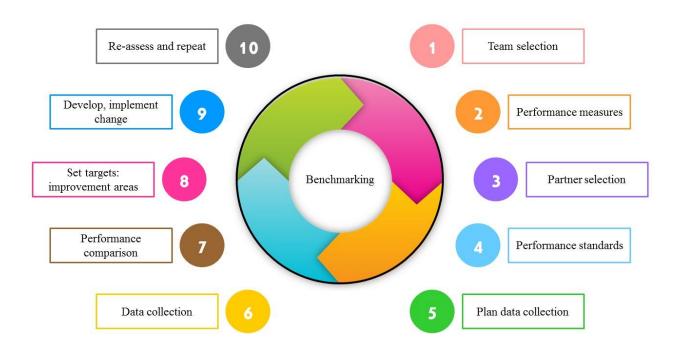
10. Question and answers

Lesson 2: Conclusion

Employees are open to change and will embrace changes if they are part of the buy-in. This is achieved through engaging employees by effectively communicating with them.

Lesson 3: Benchmarking

Diagram illustrating the cyclical steps of benchmarking

Step 1: Team selection

Select employees to make up a collaborative team that will focus on implementing the changes identified.

2. Performance measures

Conduct research into the processes and practices that have been identified by the organization. Keep record of the research that was conducted and define performance measures.

3. Partner selection

After having researched companies that are similar and alike, but have exceptional performance in a particular area, select benchmarking partners.

4. Performance standards

Identify exceptional performance standards by looking at competitors that are leaders in the industry. These peer organizations will have certain characteristics that allow them to stand out from the crowd and they follow a best-practice model.

5. Plan data collection

Determine what information is needed regarding practices, processes, performance interventions and problematic concerns. It is important to prepare questions that will reveal the desired information in the answers. For example; How does our competitor market their products? This is the process of planning to collect data.

6. Data collection

Decide on the method to be used to collect data. Methods can include reviewing reports, statistics, financials, etc. Once the method is decided, collect and compile the data into useable information.

7. Performance comparison

A performance comparison will identify any gaps in performance that should be improved on. It will also highlight organizations that excel in performance, setting a benchmark to work towards.

8. Set targets: improvement areas

Define areas that need improvement and set targets to reach those goals.

9. Develop, implement change

Develop plans, methods and actions of how to implement the changes required.

10. Re-assess and repeat

Periodic re-assessment of the changes implemented will keep the organization moving forward with peer organizations. In this process, start at step 5 and follow through to step 10. This will ensure a process on continual improvement for the organization.

Lesson 4: Self-development

There are five major traits of personality and they can easily be remembered using the mnemonic OCEAN; openness, conscientiousness, extroversion, agreeableness and neuroticism.

1. Openness

People who lean towards the trait of openness relish in variety and the newness of experiences. They enjoy opportunities that present new challenges and they are driven to have stimulation that appeals to their intellect. They are open-minded to suggestions that closed-minded people would never consider.

2. Conscientiousness

People who display conscientiousness will have personality traits of being self-disciplined and self-controlled. They are not very spontaneous and their actions will follow careful deliberation.

3. Extroversion

People who experience high levels of openness tend have extrovert or outgoing personalities. They are the polar opposite of introverted people. They are lively and spirited, displaying an energetic force. They enjoy being affable and get on easily with others.

4. Agreeableness

Agreeable people dislike hostility and therefore tend to have characteristic traits of being cooperative. They have insight into being compassionate and come across as friendly.

5. Neuroticism

People who lean towards neuroticism experience a wide range of emotions that are negative and unpleasant and may even appear to be emotionally unstable.

We all have these personality factors but in varying degrees. Some factors are more prominent than others and tend to dominate who we are.

Lesson 5: Traits, attitudes and behaviors of leaders – Pt. 1

Adjustment

List of 5 things that I enjoy and why

1. Gardening

    Gardening is relaxing although it is hard work and it gives me an opportunity to be outdoors and take in the beauty of creation. I enjoy the fresh air and being creative in the garden. Having a beautiful garden gives me great pleasure to look at and enjoy.

2. Cooking and baking

I like experimenting with recipes and cooking and baking for my family, who say my culinary efforts are delicious. Making my family happy, makes me happy.

3. Needlework craft (knitting, sewing and embroidery)

   I like knitting complicated Aran patterns which appeals to my intellect. Sewing and making things is rewarding and I enjoy the challenge of following a pattern. Embroidery appeals to my ability to strive for perfection – embroidery must be precise and perfect.

4. Creating PowerPoints on various topics

   I like to make visually exciting presentations on many different topics. Doing research for ideas and sourcing pictures is challenging but is a favorite activity that is rewarding.

5. Reading

   I read a little bit every night before I go to sleep. I read for pleasure and therefore choose light-hearted content to enjoy.

If I am in a bad mood, and in need of an attitude adjustment, my go to activities would be gardening and creating PowerPoints on various topics. Gardening allows me to care for plants and to some extent, my plants are in need of my care. They need me to cut off dead leaves, twigs and branches, to nourish them with fertilizer as the season dictates and to water them in dry spells. Feeling needed, even if it is by plants, is an instant mood lifter and keeps me focused on creating beauty in my environment which is very pleasing. Creating PowerPoints on various

topics is a super relaxation activity for me. I am away from noise and other nuisance distractions.

It is a happy go-to exercise that washes away the negative effects of a bad mood.

Lesson 6: Traits, attitudes and behaviors of leaders – Pt. 2

Chart outlining the traits, definitions and examples of effective leaders:

Trait	Definition	Example
Make others feel important	To value other people by highlighting their abilities and important efforts to achieve collective goals.	A compelling leader will collaborate and engage with employees about decisions and goals.
Promote a vision	The ability to define the end outcome or goal.	An effective leader will provide employees with a clearly defined end goal.
Follow the golden rule	Be nice to other people in the way you deal with them and they will be nice to you in the way they deal with you.	Speak nicely and with a kind tone when asking for help or delegating tasks.
Admit mistakes	The ability to admit when you're wrong or have made a mistake.	Apologize, be accountable, lead by example, show integrity, act quickly and be

		transparent when you have made a mistake.
Criticize others in private only	The ability to address negatives, poor performance, negligence, etc. privately with offenders.	Speak alone, in confidence to an employee who has failed to meet targets or has poor work performance and give an opportunity to allow for improvement.
Stay close to the action	Be active and noticeable within the organization.	Set aside some time each week to casually talk to employees. Walk around, be seen, listen, build trust by being approachable and gain a knowledge of the workforce through observation.
Make a game of competition	The ability to be competitive.	Define goals for teams and recognize and reward outstanding contributions. Identify failures and successes and learn from them.

Lesson 7: Leader skills

Chart outlining features of leaders, definitions and examples:

Leadership feature	Definition	Example
Emotional maturity	The capacity to accept that one does not know everything and neither can one know everything.	Emotionally mature leaders are comfortable delegating tasks. They do not micro-manage either.
Financial stability	The ability to consistently budget and manage income and expenses to be free of financial stresses.	Financially stable leaders will create a budget to establish their income and disposable income to pay for living expenses such as rent, food and transport. They will adhere to their budget.
Technically knowledgeable	The capacity to possess an adequate knowledge of various functions within the team dimensions and functions.	Technically knowledgeable leaders will be able to express their intentions and thoughts with team members to achieve goals.

Passionate devotion to the organization	The ability to display unwavering enthusiasm and dedication to the organization.	Passionate leaders set good examples by what they say and what they do. Their examples command respect form others within the organization.
Creativity	The skill of implementing innovative change that creates new elements of value for customers.	Creative leaders will keep up-to-date with trends and industry best practices to ensure value for customers which results in customer satisfaction.
Good judgement	The foresight of understanding how decisions and changes impacts not just employees but also the business of the organization.	Leaders with good judgement prioritize tasks, needs, requirements and any activity relating to the operation of the organization to achieve the end goal.
Empathy	The ability to listen attentively to others, to understand and fully comprehend their	Leaders with empathy will be able to understand other people's point of view. Having empathy may even

	communication by having insight into the psyche of people.	extend to understanding how other people feel and think.
Great communicators	The skill of communicating verbally and non-verbally through body language, gestures, etc. so that the communication is understood by the recipient.	Leaders with great communication skills can clearly and without ambiguity, describe the purpose of disseminating information. Their communication is understood.

Lesson 8: Management skills – Part 1 - EQ

On the HealthGuide website, emotional quotient or EQ is defined as, "the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict." Emotional quotient is also referred to as emotional intelligence.

The five factors which constitute EQ are:

1. Self-awareness – being self-aware is to be objectively mindful and conscious of one's emotions, thoughts and temperament and knowing how our emotions, thoughts and temperament affect and influence others and it is also knowing how others perceive us.

   Example: When interacting with others, people who have high levels of self-awareness will behave well and will be controlled even if they are not in a good mood at the time.

2. Self-regulation – being able to self-regulate is the ability to consider something before reacting or speaking. It is the ability to control one's behavior and reaction to situations, whether positive or negative.

   Example: In the fast-paced work environment of the modern age, it is easy to just blurt out what is on one's mind when confronted with a negative situation but this could get one into trouble or the organization's image could be tarnished. It is therefore important to display great ability of self-regulation and control.

3. Motivation – is the internal driving force that makes one determined to achieve success without wanting status or financial gain.

   Example: Employees, leaders and managers who are highly motivated do not need to be told what to do. They can see a task that needs to be completed and they attend to it. Their efforts result in an increase in effectiveness and efficiency for the team, department or organization. They are committed to creating a culture of high performance.

4. Empathy – is the ability to relate to others, and understand others, on an emotional level and to therefore treat others as they themselves want to be treated.

   Example: An employee may be experiencing personal grief after the loss of a loved one. An empathetic leader will understand that the employee probably needs some time off work and will allow the employee to take some compassionate leave in order to work through the traumatic initial emotions of grief.

5. Social skill – is the ability to be confident and relaxed in social situations enabling one to get on well with others, whether familiar or unfamiliar.

   Example: When a leader with well-developed social skills meets new people, he/she is friendly and can have a short conversation with many people, coming across as affable.

Lesson 9: Management skills – Part 2 – Negotiation process

The website, Investopedia describes negotiation as "a strategic discussion that resolves an issue in a way that both parties find acceptable". When negotiating, it is beneficial to follow a structured process to ensure that all aspects are adequately addressed.

Below are the steps in the negotiation process and a definition of each step.

1. Preparation – The beginning point of the negotiation process is to schedule a meeting. The scheduled meeting will define the meeting venue, the meeting commencement and end time, the attendees and the agenda points for discussion. In order to have a clear understanding of one's own stance on the matter, it is necessary to establish all the relevant facts and details regarding the circumstance or subject up for negotiation, before the actual meeting.

2. Discussion – The discussion is centered on representatives of opposing sides stating the situation from their understanding and point of view. Representatives will need to listen attentively and formulate appropriate questions to clarify points of contention. It is prudent to write down key points of the discussion as a reference should additional interpretation be required. To keep the discussion process fair, each side should be allocated equal time in which they can state their stance and make their argument.

3. Clarifying goals – The discussion will result in opposing sides identifying the objectives, significant concerns and their perspectives and these outcomes should then be prioritized. This process will often reveal points of shared commonality or where mutual understanding already exists.

4. Negotiate towards a win-win result – Although not always achievable, the negotiation process aims to conclude in a win-win result for both opposing sides. In this way, parties will be satisfied that the negotiation process provided a platform for each view point to be considered and that the outcome was a positive gain for both parties.

5. Agreement – The result of having insight into each opposing view point considered in the negotiation phase together with interests that were defined, is agreement. Being open minded to various solution scenarios is key in finalizing the desired points to agree on. The agreement must clearly define the decisions and consensuses reached.

6. Implementing a course of action – The next step after the agreement has been finalized is the implementation of the action required to achieve the desired end result of the decisions taken.

Successful negotiations that result in a win-win situation may take several rounds of discussions to reach a consensus as both sides give and take and compromise but in the end, each side will consider their negotiations beneficial.

Lesson 10: Management skills – Part 3 – Conflict and conflict types

The website, SHRM, defines workplace conflict as being, "inevitable when employees of various backgrounds and different work styles are brought together for a shared business purpose." There are four conflict types, namely; interpersonal conflict, intrapersonal conflict, intragroup conflict and intergroup conflict.

Below is a chart outlining the conflict type, its description and an example or scenario of what

this conflict looks like in the workplace:

Conflict type	Description	Example/scenario
Interpersonal conflict	Conflict involving two people which is commonly caused by the fact that each person is different from the next person.	Team members are assigned a project to work on together. Within the team, two members each want to implement their own way of completing tasks. This will cause conflict in determining which procedure to implement to complete tasks.
Intrapersonal conflict	Conflict which is internalized and experienced psychologically within the psyche of a person. The psyche includes the person's mindset, attitudes, beliefs, morals, ethics, emotions, etc.	An employee is assigned a task but cannot decide how to go about completing it or even determining how to start the task. The employee is uncertain and has self-doubt in his/her abilities.
Intragroup conflict	Conflict within a team between team members who	Marketing team members cannot decide on a way to

	do not get on with each other and do not understand each other.	market a product or service. Their ideas and discussions go around in circles with no firm decision on the way forward or the best approach. There is no remedy as there is no compromise.
Intergroup conflict	Organizational conflict between various teams or work units usually caused by not understanding each other.	The marketing team may want to market products or services that the customer relations team have no knowledge about or do not support as good products or services. The result is conflict between the marketing team and the customer relations team.

Workplace conflict must be managed in a professional way and resolutions must be determined and implemented. If not addressed, the conflict can be detrimental to the overall performance and image of the organization.

Conclusion: Administration and management skills

Managers, leaders and employees must be equipped with the necessary skills to be effective in their roles and to make valuable contributions to the organization and the organization's core business. Many skills are needed in the administration and management of an organization and it's intellectual workforce capital and leaders and managers must set good examples that others can strive for. With careful planning, communication, policies and procedures and attention to management style and ability, organizations can be leaders in their industry.

This course has given me great insight into the internal workings of an organization. I feel equipped and empowered to apply this knowledge in my own career and I am certain I could lead others in some of these areas.

Bibliography

J, A. (2021, April 16). *Induction Training*. Retrieved from The Investors Book:
https://theinvestorsbook.com/induction-training.html

Jeanne Segal, P. M. (2021, July). *Improving Emotional Intelligence (EQ)*. Retrieved from HealthGuide:
https://www.helpguide.org/articles/mental-health/emotional-intelligence-eq.htm

Juneja, P. (2022). *Importance of Communication in an Organization*. Retrieved from MSG (Management Study Guide): https://managementstudyguide.com/importance-of-communication.htm

Kenton, W. (2021, February 22). *Negotiation*. Retrieved from Investopedia:
https://www.investopedia.com/terms/n/negotiation.asp

SHRM. (2022). *Managing Workplace Conflict*. Retrieved from SHRM:
https://www.shrm.org/resourcesandtools/tools-and-
samples/toolkits/pages/managingworkplaceconflict.aspx

SmartRecruiters. (2022). *Recruitment Hiring Success Glossary*. Retrieved from SmartRecruiters:
https://www.smartrecruiters.com/resources/glossary/recruitment/

Team, C. (2022). *8 steps of the selection process for hiring employees*. Retrieved from Workable Better
Hiring: https://resources.workable.com/tutorial/employee-selection-process

Training.org. (2022). *9 Office Management and Administration Skills Required to Run an Organised
Office*. Retrieved from Training.org: https://www.1training.org/office-management-and-
administration-skills-required-to-run-an-organised-office/

Wikipedia. (2020, 11 24). *Intellectual capital management*. Retrieved from Wikipedia:
https://en.wikipedia.org/wiki/Intellectual_capital_management#cite_note-1