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COURSE NAME:

Administration & Management Skills

ASSIGNMENT TITLE:

AIU Exam: Administration & Management Skills

ATLANTIC INTERNATIONAL UNIVERSITY

March 2022

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Introduction

Management is defined as the attainment of organization goals in an effective and efficient manner through planning, organizing, leading, and controlling (Daft & Marcic, 2020). Planning involves setting goals and objectives and coming with strategies on how to achieve them. Organizing involves assigning tasks and responsibilities. Leading involves motivating employees to accomplish the tasks and objectives of the organization and controlling involves the monitoring of the organization's resources.

Skills managers will need to be effective and efficient are, administrative skills, human skills, communication skills and technical skills. Lack of one or more of these skills can be detrimental to a company, especially in turbulent times.

This assignment covers the topics that are pertinent to management, and highlights areas that are needed to operate in the changing world.

Questions to Answer

Lesson 1

Describe the management of Intellectual Capital (Human Capital) in terms of Recruitment, Selection and Training.

Managing the human resources of the company is of vital importance. Intellectual capital embodies the human, social and structural capital of an organization (Walker, 2021) Human capital refers to the individual skills and knowledge of the company's employees. Social capital refers to the collaboration of these employees and his/her creativity in achieving the goals and objectives of the organization, and structural capital refers to the systems and procedures in place, that will aid employees in the decision-making process within the organization. Intellectual capital can be defined as the organization's use of the knowledge, creativity and decision making that contribute to the organization's success (Walker, 2021).

The proper management of the organization's human capital is vital to the company's success. Not only must managers develop and motivate their employees to prevent a high employee turnover rate and become an employer of choice, the recruitment process must be carefully planned out. Managers should conduct a job analysis to identify the tasks required for each job and then prepare a job description and specialization for each post. During the recruiting process, managers will decide if they will seek applicants from within the company, outside the company or both (Pride, Hughes, & Kapoor, 2019). The recruitment plan will indicate the method of advertising the available job positions. Many companies are using technology and innovative ways to recruit employees such as e-recruiting through Twitter, LinkedIn, Facebook and other social media (Daft & Marcic, 2020).

The next step, after the recruiting process, is the selection process. In this process the company will gather information about perspective applicants and use this information to select the most appropriate applicant. Managers should note that the best applicant might not be perfect, but with training he/she can be the best candidate for the post (Walker, 2021). When preparing job applications and the interview questions, managers must be cognizant of any inappropriate or illegal questions that might lead to unwanted legal complications. The selection process can comprise of initial screening, employment testing, selection interview, background and reference checks, physical examination and then hiring of the successful candidate (Pride, Hughes, & Kapoor, 2019).

After the employee is selected, it is common for organizations to have an orientation or probation period. The time frame for this period varies from organizations and job positions. During the orientation process, the new employee will be introduced to their coworkers and receive the training needed to perform the tasks. Managers can delegate the responsibility of training employees to talented workers who are currently on staff (Walker, 2021).

Unfortunately, many organizations only focus on training of new employees and ignore the continued development and training of their veteran employees. The aim of intellectual capital management is to reduce any boredom or lack of motivation among employees. The training needs assessment for the company should be an ongoing process improved upon on an annual basis.

2. What is a Staff Development Program?

A Staff Development Program refers to the training and development of the organization's human capital. Employee training and development can be done on-the-job, such as in-house training, mentoring, coaching and job rotations, or off-the-job; such as classroom training, conferences, seminars and online training. Classroom training is the most common method used and can help in change management implementation to reduce employee resistance to change. Most classroom training are done by senior employees (Walker, 2021).

One-on-one training such as mentorship and coaching is an effective training method used for a new employee. A long-standing employee can also be paired with a veteran employee, soon to retire, in a mentorship or apprenticeship program. Once willing, the veteran employee can provide guidance and impart his/her knowledge and skills. On the other hand, senior or veteran employees can receive training from younger, tech-savvy employees, called reverse mentoring. The older employees must be teachable and willing to receive training from the younger generation. "In today's workforce, evidence of reverse mentoring where younger workers assist older workers is a promising knowledge management strategy" (Walker, 2021)

Lesson 2

3. Describe Business Communication

Communication is the process by which information is exchanged and understood by two or more people (Daft & Marcic, 2020). According to Le Roux (2020), three forms of business communication are e-mails, meetings, and discussions. Emails have become less professional over time, but no matter the format, informal or formal, emails must be specific with easy-to-read data with clear instructions. Agendas for meetings should be sent prior to meeting date that clearly outlines the purpose and focus on the meetings. Employees should know ahead of time if they will be called upon to provide data or answer questions. Many meetings are considered to be timewasters (Walker, 2021). Managers must realize that employees are busy and have short attentions spans, so a short e-mail might be more effective than scheduling a meeting.

The Pyramid Principle Method of Communication is an effective method to present to busy executives and employees, especially millennials. The presenter should first start with the answer or main point, then group and summarize the supporting ideas in a logical order (Ranadive, 2013). Discussions must be structured and have a purpose. Sender and receiver must do their best to eliminate communication barriers, such as, prejudices and body language. Senders of information must also note that communication is not effective until the receiver acknowledges and understands the message. Many persons neglect the importance of face-to-face communication or even a phone call. E-mails are widely used, and just because an email is sent, does not mean that it was read by the receiver. As a lecturer, I do not send informal messages to my students' emails, WhatsApp is more effective, and I receive a quicker response.

4. Give three examples of non-verbal communication

Non-verbal communication is the sending and receiving of messages in a variety of ways without the use of words (Walker, 2021). Three types of non-verbal communication are

voice signals, body signals and facial signals. Non-verbal messages can be sent from the tone of voice used, and by placing emphasis on certain words. For example, a manager might speak with a raised voice that can be interpreted as an angry message. A manager's body language can be in a relaxed mode by the way he/she sits in a chair, maybe in a slouched position, or have hands in pocket when speaking to staff members. This can be perceived as offensive to staff, especially if the meeting or message delivered was of great importance.

Facial signals are important in face-to-face communication. A raised eyebrow, a wink or a smile can add to the verbal communication of the sender and help the receiver to decode the message. Not being able to see nonverbal cues, posture and body language can be a barrier to effective communication. This is a challenge with virtual communication. Even for me as a lecturer in my online synchronous class, I prefer for my students to keep their cameras on during class. When I see my students' facial expression during a lecture, I can determine if they understood the material being taught.

Lesson 3

5. What is Benchmarking?

For an organization to succeed or continue to succeed, it must strive for continuous improvement of its performance. One method of implementing strategies for improvement is through benchmarking. Benchmarking is the comparison of an organization's operations against that of its competitors that is best in the industry (Walker, 2021). The benchmarking process begins with formulating a plan, collecting the data, analyzing the data, implementing the improvements and lastly measure the improvements to determine success or failure. The goal is to analyze what the competition is doing best and improve upon the process within the organization.

Benefits of benchmarking include, continuous improvement of internal operations, adoption or improvement of competitor's practices, reduction of cost by increasing efficiency and profit, and focus on practices and offerings to promote customer satisfaction and loyalty (Fallon, 2021). Many managers waste many working hours trying to fix problem areas within the narrow scope and limited resources of the organization. A benchmarking exercise can provide the answers needed to improve organization practices and performance.

6. Describe "Process Improvement"

Benchmarking will improve the processes within an organization. The process improvements should be continuous throughout the life of the organization. Benchmarking is done internally and externally. Organizations at this time might conduct a SWOT analysis, looking at the strengths, weakness, opportunities, and threats of the organization. While external benchmarking focuses on the competitions, internal benchmarking focuses on comparing past data and operations within an organization. Internal benchmarking can improve customer service and increase the effectiveness of employees.

Within process improvement, it is important to look at the leadership performance and how the skill can be improved. The key traits and behaviors for leadership performance improvement are the Being Criteria, that relates to the authenticity, integrity and congruency of the leader, and the Doing Criteria, that relates to the contributing, collaborating, pioneering, and communicating strategies of the leader (Walker, 2021).

Lesson 4

7. Briefly describe the five aspects that define a personality

In her article Kendra Cherry (2021) states that contemporary personality psychologists believe that there are five basic dimensions of personality. These five personality traits are; extroversion, agreeableness, openness, neuroticism and conscientiousness.

Extroversion implies that the individual is social, having a lot of friends, likes to meet new people and likes to be the center of attention. Agreeableness implies that the individual cares about people and displays empathy towards others. Openness implies that the individual is creative and likes new challenges. Neuroticism implies that the individual gets upset easily and suffers from anxiety and stress. The individual is conscientious, likes to prepare a schedule, plan ahead and pays attention to detail (Cherry, 2021).

These five factors represent a range between two extremes: extrovert vs introvert, agreeable vs hostile, openness vs closedness, neurotic vs emotional stability and conscientious vs spontaneity. Psychologists can define our personality traits from the variations of these five factors (Walker, 2021).

8. Describe two habits of an Effective Person

Two habits of an effective person are being proactive and seeking first to understand, and then to be understood (Walker, 2021). A proactive person is one who plans and considers the consequences for his or her actions. A proactive person will have a conscientious personality, paying attention to detail and spend time preparing plans. He/she will think about the worst-case scenario and have a back-up plan in place.

A person who seeks first to understand and then to be understood will have effective listening and communication skills. Many individuals hear but they do not listen and observe the message that is communicated to them. This person will have an agreeable personality, displaying empathy and care for others.

Lesson 5

9. Why would Empathy be important for management?

“Empathy is the ability to see the world as another person and to share and understand the other person’s feelings, needs, concerns and or emotional state” (Walker, 2021). Empathy is an important trait for a manager to have because it will help the manager build positive relationships with his or her employees. Empathy is displayed by showing compassion and willingness to help an employee who is experiencing personal problems. To be empathetic the manager must have good communication and listening skills. A manager that practices empathy is successful in leading his/her direct reports to accomplish the goals and objectives of the organization.

10. How is the “Happiness Inventory”

Happiness Inventory is a tool used to aid an individual who is experiencing negative thoughts and feelings adjust his/her attitude. The individual will write down the activities or things that they enjoy and try to accomplish some of these activities (Walker, 2021). My Happiness Inventory, will be to watch a favorite movie, listen to music and eat ice cream.

Lesson 6

11. Why is “Great Energy” considered an aspect of a leader?

A leader motivates employees to achieve the goals and objectives of a company. When the energy level of an organization is high, employees tend to be innovative, enthusiastic, and optimistic about their work. In comparison in a low energy level organization the employees are not motivated and stimulated to improve. “Only when we are fully energized do we become fully capable of being the best versions of ourselves” (Steenbarger, 2018). Leading with energy is essential to motivate followers to perform at their best ability.

12. Describe “Fate Control” in leadership

Fate Control is the belief that outcomes are a result of personal behavior, such as hard work and personal skills (internal locus) or are a result of external forces (external locus) that cannot be controlled (Steenbarger, 2018). Most leaders have an internal locus of control and will use this belief to motivate employees to take responsibility of their success and failure.

Lesson 7

13. Describe three features of a leader

Three features of a leader are good leaders have emotional maturity, good leaders have technical knowledge and good leaders are great communicators (Walker, 2021). A good leader will realize that he/she is not an expert in every area of the organization and are willing to learn from others. Many managers fail to ask for help or delegate tasks to others.

A good leader will have technical skills. While the level of technical skills reduces as you progress up to middle and top level management, the lower level or supervisory managers need to have technical skills (Daft & Marcic, 2020). A leader with adept knowledge of each area of work can effectively share the objectives to the employees.

A good leader is a great communicator. He/she knows how to successfully pass on messages through the best medium to the receiver. The leader will reduce any barriers to communication that can disrupt the decoding of the message. To be a good communicator the leader must also be a good listener and realize the importance of actively listening to his/her employees.

14. How is “Creative Learning” important in leadership?

“Creative leadership is the concept that leaders who exhibit imaginative and inventive qualities are better able to impact individuals who work underneath them or who look to them for guidance” (Walker, 2021). Leaders are expected to think outside the box, finding

innovative methods to motivate employees. Not only must the leader be creative he/she should encourage creativity from employees, giving them the freedom to make mistakes without being penalized and rewarded for success. “Arguably, the managerial reactions that speak loudest to creative workers are reactions to failure. Virtually everyone in the colloquium agreed that managers must decrease fear of failure and that the goal should be to experiment constantly, fail early and often, and learn as much as possible in the process” (Amabile & Khaire, 2008).

Lesson 8

15. How can a manager improve the work environment?

A manager can improve the work environment by first making sure that the work conditions and work culture supports motivation (Walker, 2021).

The physical workplace or workstation must be safe, having followed all the health protocols and guidelines. The workplace design such as, chairs that provide proper back support, computer screens positioned at eye level, and clean and safe bathrooms are essential to the health and safety of each employee. Not all work environments or work culture can be a fun place to work, but the manager must strive to promote a healthy, non-toxic, professional relationship among employees. Policies and rules should be documented, indicating the expectations of employee behavior towards each other.

Employees must be treated with respect. Leaders can show empathy and provide assistance or listen to the concerns of the employees. Employees should feel comfortable to disagree with the leader without any repercussions. Involving employees in the decision-making process or change management will not only provide ownership and buy-in to the new idea, the employee will also be intrinsically motivated by feeling valued. Employees should not be coerced or bullied by managers to carry out unethical activities within or outside the

work environment. Managers must avoid creating cliques within the organization, showing favoritism and attention to a selected few while ignoring the balance of staff.

A manager must always be willing to express gratitude and recognition to his/her direct reports. There is a quote by Catherine the Great that states, “I praise loudly, I blame softly”, this quote is a motto that all managers and leaders should adopt and incorporate in their daily operations. I recall a former supervisor who at the end of each workday would say, “Thank you for today”. That statement made me feel that my hard work was recognized and motivated me to look forward to the next workday.

16. What are the five components of Emotional Intelligence (EQ)?

Emotional Intelligence is the ability to get along with others to build relationships (Walker, 2021). The five components of emotional intelligence are: self-awareness, self-regulation, social skills, empathy, and motivation.

Self-Awareness is the ability to understand your own emotions and that of others. The manager or leader must be aware of their personality traits, beliefs, attitudes and perceptions and appreciate how they affect their employees (Daft & Marcic, 2020).

Self-Regulation is the ability to control any disruptive or harmful behavior that might hamper the productivity of the employee. “Having strong social skills allows people to build meaningful relationships with other people and develop a stronger understanding of themselves and others (Cherry, 2022)

An empathetic manager will recognize how their employees are feeling and provide assistance. Motivation is essential for a manager or leader to help get staff energized and engaged at work (Walker, 2021).

Lesson 9

17. Why is “Delegation” so important for management? What is the best way to delegate?

Many managers are overwhelmed by their responsibilities and become burnout and frustrated with their job. The art of delegation will aid managers in reducing their workload. Unfortunately, some managers find delegation difficult. Managers who fail to delegate tasks can have low self-confidence, believing that the next person might perform better at the task, they can be unorganized, or think that no one else is competent to complete the task. On the other hand, some employees do not like to be delegated to, because they are already overwhelmed with their job responsibilities and might feel that the manager is lazy. The advantages of delegation outweigh the disadvantages.

Delegation is important to management because it reduces the workload of the manager allowing the manager to make the best use of his/her time and skills while helping the direct reports to grow and develop to reach their full potential within the organization (Walker, 2021).

The best way to delegate is to first decide the appropriate task to delegate and select the employee(s) with the expertise or willingness to complete the task. The manager should clearly inform the employees of the desired results and empower the employee(s) to decide how to complete the tasks. Authority should be given to the employees to complete the task, and if possible, the staff should be aware of the delegation and encouraged to give support where needed. Above all, managers must not micromanage the employees to whom the tasks were delegated to. The manager must be confident that the tasks will be completed successfully.

18. Describe the “Negotiation Process”

The negotiation process facilitates all parties involved to a desired outcome. The first step in the process is to prepare for the meeting. The time, date, and location should be approved. During this phase research will be conducted and data collected for the meeting. The second step is the actual meeting. During the meeting each party involved will be given ample time to express their concerns and clarify their viewpoints. After a solution is reached and agreed upon, the solution will be implemented. The goal of the negotiation process is to leave each party feeling that he/she has won (Walker, 2021).

Lesson 10

19. In your opinion, what is the best way to manage conflicts in a business?

There are different styles that can be used to manage conflict, such as accommodating, collaborating, avoiding, dominating, and compromising styles (Daft & Marcic, 2020), but in my opinion the best way to manage conflict is to prepare formal procedures and policies that document how employees should behave on the job, and how managers should handle conflict. These guidelines will protect the manager from making decisions that can escalate the conflict. The policies and procedures should be updated and reviewed with all employees annually to facilitate understanding. Managers should also involve employees in creating and amending these documents. The personality and maturity of managers can influence how conflict is managed, so conflict management workshops can provide additional development for managers. Most importantly conflicts should never be avoided, no matter how trivial the conflict may seem. A manager who avoids conflict may be perceived as weak. A manager who expects conflict is proactive in reducing impending conflict.

20. What is Change Management?

Change is constant. Within an organization change can be made to a product or service, technology and to the organization's culture (Daft & Marcic, 2020). The goal of change management is to foster a smooth transition of change by changing the mindset of how the employees think.

Managers should expect employee resistance to change. Employees resist change because they feel threatened, do not understand the change, or do not trust the company's rationale for change. "The best practice for managers is not to ignore the resistance, but to diagnose the reasons and design strategies to gain acceptance from the employees" (Daft & Marcic, 2020). Communicating and educating employees, before the change is implemented, is a successful method to reduce resistance. Another successful strategy is to involve employees in the change process. When employees are involved in the change, they are more likely to embrace and accept the change.

Conclusion

To be successful in today's work environment, managers must be competent in their knowledge of the job and have excellent administrative skills. The administrative skills will aid the manager in making the best decisions on running the organization.

Therefore, to succeed managers must always be ready to improve upon his/her skills, especially in their weak areas. Communication skills are vital and should not be ignored. Managers should not rely on their innate ability only but always seek improvement and resist the tendency to become stagnant.

For a company to sustain itself and remain on the competitive edge, it must be willing to change and the responsibility for change is on the managers for innovation, energy and compassion are contagious (Walker, 2021).

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