**Uzoma Emilia Mmuogbo**

**ID: UD82629BU91847**

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

In today’s competitive business and knowledge-based economy, managing intellectual capital is very crucial for organizations’ success. Organizations are aware that intellectual capital is an intangible asset, fundamental to profitability (S. Harrison, 2000). There are varied definitions of intellectual capital. According to (S. Zambon, 2016) intellectual capital is the aspect of knowledge; it is passive, measurable, classified, and potentially value-generating. Intellectual capital represents the intangible & and knowledge assets which have three major components; human capital, structural capital, and relational capital (M.A. Ali, 2020). The human capital is the explicit and implicit peoples' knowledge, as well as their tangible & and intangible assets-generating capability. Structural capital is comprised of non-human assets; it offers the basis and technological tools for knowledge flow along with business processes. Relational capital is a firm’s skill or capability to explore, exploit, and absorb new information from its environment. Intellectual capital therefore covers the knowledge, skills, and expertise within an organization which must be effectively managed to increase competitive advantage

**Recruitment**

Intellectual capital, in the form of human capital, is a key asset that contributes to the competitiveness, innovation, and overall success of an organization. The management of the intellectual (Human) capital, starts from the first phase, the talent recruitment. The human capital recruitment strategies must align with the organization's overall strategy and goals. It is important to understand the specific skills and competencies required or intellectual capital that may be deficient in the organization. Highly capable and skilled employees are in short demand, therefore organizations aside from making efforts to find and retain them, (Syrett M, and Marion Devin,2014) must also focus on recruiting new talents. Talent recruitment strategies such as diversity and inclusion, and global talent acquisition should be employed to attract new talent. It does not end there, organizations must focus on retaining, and talents so they can position themselves for sustained success in today's dynamic business environment.

**Selection**

Due to the competitive business environment, attracting and selecting the right talent is critical. Hiring the right fit and talents must be carefully done, it is handled as an integral part of an organization’s strategy. Selection must assess not only the technical skill of an individual but also the cultural fit to ensure it aligns with the organization’s goals and values. By carefully managing the selection process, organizations can foster a workforce that is not only skilled but is also aligned with its goals and missions. This tactic contributes positively to its intellectual capital and therefore competitive advantage.

**Training**

As economies move from product-based to knowledge-based, activities, firms must shift to knowledge-intensive activities. Competent and trained employees are one of the most valuable assets in a firm. The skills however become obsolete as technologies and expectations shift. Training is therefore essential to close the gap between employees current skills and requisite skills and knowledge, thereby becoming knowledge creation (De Winne, S., & Sels, L., 2010). Training and on-the-job experiences ensure the effective use of the human capital. Training is a retention strategy because it drives talent improvement and motivation.

**2. What is a Staff Development Program?**

As already stated, trained and competent employees are an organization’s most valuable asset. Skills, just like the motivation of employees do not remain forever, they dwindle or become obsolete over time, especially as technology and expectations change over time. A staff development plan ensures that employees gain the skills necessary to work effectively and grow in the organization, grow professionally, and align their goals with those of the organization (De Winne @Sels, 2010). Staff development programs come in the form of training, performance management, talent management programs, support and mentorship programs, career path and succession plans, and employee feedback mechanisms. Continuous employee development can be maintained to improve employee’s skills and expertise consistently.

**3. Describe Business Communication.**

Communication is not just a process people convey their thoughts, needs, feelings, and attitudes to the intended recipients (Uzun, 2017) but a 2-way process of transmitting from a source (or sender) and receiving information by the destination (receiver) (Krauss, 2002). It can be either by verbal, written, or non-verbal cues. Business communication therefore involves the exchange of information within an organization or between different entities. Communication is crucial in business; therefore, employees must possess good communication skills. Communication competence however is not a natural ability and just like other skills, therefore employees must learn effective communication (Steinberg, 2007) which is crucial for the success of the business.

**4. Give 3 examples of non-verbal communication.**

The non-verbal communication sends added meaning beyond verbal and written communication. Examples are postures and body language, gestures, and facial expressions.

**5. What is Benchmarking?**

Benchmarking is a method of measuring, and improving an organization’s performance by comparing it by comparing it with the best. Stanpenhurst (2009) stated that benchmarking helps identify where and how to improve processes, but is not necessarily an appraisal tool. It is a planned continuous research and source of ideas, a culture of striving to be the best but not a one-off activity.

**6. Describe Process Improvement.**

Process improvement is a continuous and systematic approach in an organization to examine the existing processes in an organization, identify problem areas, implement changes, and measure the impact to enhance existing processes in an organization. Organizations using benchmarking as an improvement tool will likely draw up potential projects (Stanpenhurst,2009) following the generated ideas but must prioritize by considering the number of impacts on resources, cost, time, and customer satisfaction.

**7. Briefly describe the five aspects that define a personality.**

A personality trait is a characteristic pattern of behavior, thinking, and feeling that tends to

be same over time and across relevant situations. The Five-Factor Model or aspects of personality frameworks feature five broad bipolar traits that encompass the entirety of personality composition; they are Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (Soto, 2018). Each of the five represents a broad set of related behavioral characteristics.

**Openness**; This trait reflects the degree to which a person is open-minded, imaginative, and willing to engage in new experiences. Highly open individuals tend to be creative, curious, and open to unconventional ideas, on the other hand, those low in openness may prefer routine and familiarity and have a narrow range of creative interests.

**Conscientiousness**; This trait reflects the degree to which a person is organized, and goal-oriented. Individuals with high conscientiousness prefer order and structure, they are often diligent and disciplined while unconscientious individuals are more spontaneous, comfortable with disorder, and less focused on completing tasks.

**Extraversion**; Reflects the degree to which an individual enjoys socializing with others and is energized by social interactions. Highly extroverted individuals are assertive, comfortable expressing themselves in group situations, and enjoy being around people, while introverted individuals are socially reserved, and may prefer solitude and quiet settings.

**Agreeableness**; Reflects the degree to which a person is empathetic respectful and accepts others. Highly agreeable individuals are generally considerate and treat others concerning their rights and preferences, while those low in agreeableness may be more competitive and less concerned with the needs of others.

**Neuroticism;** Reflects the emotional stability of an individual. Individuals with high in neuroticism may experience higher levels of anxiety, sadness, mood swings, and emotional reactivity. On the other hand, individuals low in neuroticism are typically more emotionally stable and resilient even in tough circumstances.

**8. Describe 2 habits of an Effective Person”.**

The 7 Habits of Highly Effective People, an influential self-development book by Stephen Covey, outlines a set of principles that can lead to personal and professional effectiveness. I will describe the 2 of these habits.

1. Proactive Is the number one habit as outlined by Covey emphasizes taking responsibility for one’s life. Proactive people recognize that they are in control of their lives, actions, and goals and consciously make decisions, create events, and utilize opportunities to achieve their goals. They focus on what they can influence and opportunities that abound rather than dwell on things beyond their control or blame external factors. Being proactive Is about making decisions and taking initiatives based on values and principles rather than reacting to events. Being reactive sometimes is understandable provided it is not the person’s way of life. Always being reactive means that the person does not take initiative. Our basic nature is to act, and not be acted upon.
2. Begin with the End in Mind;

To Begin with the End in Mind means to start with a clear understanding of your destination, where you are now and so that the steps you take are always in the right direction. This habit encourages an individual to envision his/her long-term goals before taking on the task. This habit emphasized the importance of creating a mission and goals, and defining values and priorities. starting with a clear understanding of what you want to achieve in the long run, helps one align the daily actions with the goal. This habit encourages people to think beyond immediate concerns and focus on what truly matters. By foreseeing the desired outcome, one can align his or her decision with the vision to achieve success.

The two habits described here lay the footing for the other five habits, creating a basis for personal and professional effectiveness. The habits are designed to help individuals move from dependence to independence and, finally to interdependence, fostering collaboration and working well with others (Covey, 2004).

**9. Why would Empathy be Important for Management?**

Empathy is commonly described as putting yourself in someone else’s shoes denotes connecting, considering, and correlating the mental framework of another person to gauge the other person’s point of view (Sahni, 2022). It is recognizing and understanding others’ beliefs, emotions, and desires. There are 2 important aspects of empathy, cognitive which is related to understanding, and affective which is related to the response of the observer.

Empathy is therefore crucial for effective management for different reasons. It allows a leader to have an understanding of the employees' behaviors and employ strategies as a response to ensure productivity and efficiency. Empathy improves communication because when managers listen actively and respond appropriately to their team members when employees feel heard and understood, they are more likely to communicate openly and honestly. This leads to better problem-solving, conflict resolution, strong relationships, and overall team collaboration.

Empathy creates a positive and supportive work environment (Armstong, 1994). An empathetic leader understands individual strengths and challenges, recognizes and appreciates diverse backgrounds, and can provide more targeted support and guidance for professional development. When employees feel that their managers care about their individual and professional development, they are more likely to have satisfaction and be motivated to perform at their best.

Empathy is essential to developing emotional competency, the right leadership skills, and effective managerial skills. It contributes to the well-being and success of both the manager and the team.

**10. How is the” Happiness Inventory”?**

I could not get more information on the concept of happiness inventory. However, from the study material provided, A Happiness Inventory is where one keeps a record of the things one enjoys. This is important because true happiness comes from within you and no one can do it for you. The fun and play make one smile and put balance into one’s life. When there is an imbalance, due to negativity, it can result in a bad attitude when fun is lacking.

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

A Leader who does not lead by example does not exactly set out to do so, it happens because of the leader’s mindset. The level of energy and corresponding mindset in employees is usually a direct reflection of that of the leader (Cody, 2016). Leaders with high energy levels can positively influence and inspire, and motivate team members. The style of leadership and passion can be contagious, creating a positive work environment.

**12. Describe “Fate Control” in leadership.**

Fate control in leadership is the leaders’ perception of control over events, outcomes, circumstances, and future. It is the degree to which a leader believes he or she can affect or shape the outcome despite external challenges. It encompasses the mindset of leaders to take charge of their purpose and guide their team to success and attitude towards challenges and uncertainties.

**13. Describe 3 features of a leader.**

Good Leaders are great communicators. They communicate with enthusiasm and clarity, that way they can carry the team members along to understand and align with the purposes and objectives. Good leaders have empathy. An empathetic leader listens actively and responds appropriately to the team members. They understand that employees, their behaviors, backgrounds, experiences and perspectives differ and employ strategies to relate with the team members. Good leaders exercise good judgment. Effective leaders analyze problems to identify the root cause, evaluate decisions and the implications of decisions, allocate resources, and prioritize tasks. Good judgment entails understanding the business and associated risks and the consequences or impact of decisions and choices.

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

Creative learning encourages creativity, ability to think outside the box and come up with innovative ideas, the development of a unique approach to problem-solving, and the capacity to adapt to changing circumstances. These qualities are essential for effective leadership, especially in today’s innovation-driven economy and competitive business environment. By embracing creative learning, leaders not only drive innovation, but they inspire their teams and drive critical thinking and growth within the organization.

**15. How can a manager improve the work environment?**

Improving the work environment is essential to job satisfaction among the staff, increased productivity, and the overall success of the organization.

There are different ways a manager can improve the work environment;

1. Ensure Work-Life Balance; This should be encouraged by maintaining reasonable work hours and prioritizing employee well-being.
2. Set Clear Goals and Expectations: Set goals that are specific measurable and achievable. Set job roles and responsibilities with clear expectations.

Ensure regular performance appraisals and feedback to improve performance.

1. Foster a culture that values continuous improvement and professional development: Support continuous training for new skills and on-the-job training. Invest in a staff development program so that employees can grow into different positions.
2. Treat employees with respect; Recognize and appreciate employees for their hard work and outstanding performances. Create a sense of autonomy, responsibility and empowerment by involving them in decision-making. Encourage feedback and listen to employees’ feedback and concerns. Eliminate any discrimination and ensure different perspectives are valued. Ensure the workplace is comfortable and conducive.
3. Maintain effective communication; Information must be shared timely and clearly. Transparent and open communication must be encouraged across all levels.
4. Create a fun workplace; Different fun and game activities can boost employees’ motivation

**16. What are the 5 components of Emotional Intelligence (EQ)?**

Emotional intelligence refers to one’s ability to manage his or her emotions as well as recognize the feeling of others (Williams, 2022). The five components of emotional intelligence are self-awareness, self-regulation, motivation, empathy and social skills (Goleman, 1995).

Self-awareness involves recognizing and understanding one’s emotions and also how those emotions may impact others. A self-aware person knows his strengths, values, and weaknesses.

Self-regulation involves one’s ability to manage and control his/her emotions and reactions. Someone with strong self-regulation thinks before acting and does not break under pressure or lose composure.

Motivation involves the ability to channel emotions towards achieving goals. A motivated individual has a strong passion for work and a drive to achieve set goals no matter the challenges.

Empathy is the ability to understand and share the emotions of others. It is the ability to be sensitive to the feelings of others, see things from their perspective, and treat them as should. Empathetic individuals manage people effectively and build strong relationships.

Social Skills; People with social skills can manage relationships. They build positive relationships, communicate effectively, collaborate with others, and have the ability to influence others.

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

Delegation is important because there is a limit to what one person can handle and achieve alone because one can only work so many hours in a day. Delegation enables one to make the best use of time and skills and achieve much more success than when one works alone. It reduces workload and pressure on an individual. Furthermore, delegation encourages growth and helps to build a strong team of successful people. The best way to delegate are as follows;

1. Clearly articulate the desired goals and objectives of the tasks to the delegates to ensure that the expectations are understood.
2. Clearly define roles, responsibilities, and lines of authority
3. Set expectations for reporting progress, and discuss and agree on timelines and deadlines.
4. Empower and trust the team to provide solutions and make decisions. Micromanaging can affect the creativity and confidence of the team.
5. Consider individual strengths, knowledge, interests, capacity, and authority.
6. Encourage questions and feedback.
7. Be available to provide adequate support and required resources to the team
8. Encourage innovation and creativity
9. Recognize and reward achievements and successes, it can motivate the individuals and the team as a whole.
10. Ensure control and review of all work done.

**18. Describe the “Negotiation Process”.**

The negotiation process is simply the different steps that parties or individuals involved take to resolve a dispute and achieve a desirable outcome for all involved. The following steps are necessary in the negotiation process.

1. Preparation. Before the negotiation, there must be an understanding of the issues, interests, potential agreements, and disagreements.
2. Discussion- This is the actual stage of the exchange of information. During the discussion stage, each party or individual presents their perspective, concerns, or case. Good communication, active listening, and questioning are essential keys for this stage.
3. Clarification and understanding- During the discussion, all parties seek to have a good understanding of each other’s interests and positions. Through clarification, it is easier to identify and establish common grounds and agreement points.
4. Proposal and bargaining; This stage is to make proposals and concessions. The aim is for a favorable outcome for all parties, a win-win outcome. Each party expects that their point of view is taken into consideration. Flexibility and effective communication are crucial in finding common ground.
5. Agreement and closure; there must be mutual understanding and agreement before a formal agreement is drawn up. Mutual agreement is achieved when both sides, viewpoints and concerns have been understood and considered.

Negotiation does not have a ‘one size fits all’ process. It is therefore pertinent that the skilled negotiator understands the importance of flexibility, effective communication and collaboration to reach a successful outcome.

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

Managing conflict in business is crucial to maintain a positive work environment and the overall success of the business (notes). In my opinion, the different ways to manage conflict in the business environment are;

1. Establish clear policies and procedures. This gives a guide about expectations and methods and reduces confusion and errors.
2. Encourage open and transparent communication within the organization. A culture of open communication helps to reduce conflict and address conflicts early.
3. EEncourage team building and collaboration. Team building activities can increase positive relationships among the members and reduce the likelihood of conflicts.
4. Training and development programs that can harness self-awareness and self-regulation in individuals will create an environment where people value each other’s perspective thereby reducing conflicts

**20. What is “Change Management”?**

Change management is a structured process of dealing with change in an organization. It is a systematic approach to developing and implementing strategies for an organization transitioning from a current state to a new, desired state (Wang,G., and Sun, J., 2012). The objective of change management is to enhance the performance of the organization through proactive or reactive actions to cope with any type of change within the organization.

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