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**Questions to Answer:**

**Lesson 1**

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

Understanding recruitment, selection, and training related to intellectual capital begins with defining the concept of intellectual capital. Intellectual capital is defined as the value derived from an organization's employees in terms of knowledge, experience, and business training, all of which contribute to a competitive edge (Shafiee, 2022). As we discuss it will then be critical to say management of intellectual capital is the practice of strategically managing and leveraging on the knowledge, expertise, and level of training of the organization’s employees.

Recruitment is the process of actively seeking out and hiring new talented employees (Ghlichlee & Goodarzi, 2023). When recruiting it is important to prepare and plan how the organization will source talent because it is critical to hire the right talent with the required experience and expertise. When we say "recruitment," we mean actively looking for the best person for a specific job within the scope of a clear recruitment goal to fill an open position (Allal-Chérif , et al., 2021).

In intellectual capital, selection refers to selecting the possible candidate with the necessary skills, credentials, and experience for the post. (Karim, et al., 2021). It is important to have a mindset to be able to evaluate the candidate who has the skills and values that resonate with the company’s culture and the willingness to learn new things whilst adapting to the challenges to embrace a growth mindset. When choosing human capital, it is crucial to make sure the process fits the company's strategy and helps to identify a qualified fit who will benefit the team in line with its vision and goal (Urme, 2023). In selection, the main goal is to hire the best candidate with the requirement of the specific role who will showcase their ability with a



positive outlook. It is incumbent upon the leader to have a proper mindset that will enable them to realize that human capital is the centerpiece for the success of the company in the competitive business environment of acquiring the best talent at any given time.

Intellectual capital training is the tactical approach to teaching or helping employees acquire knowledge, skills, and techniques that will influence their job performance and compliance obligations in a well-defined job context (Ayutthaya, et al., 2025). In the process of training the company should have an effective well-articulated plan for knowledge management which enables a seamless knowledge transfer process to boost productivity and knowledge acquisition. In knowledge transfer, the company should be cognizant of the experience and the knowledge of the current staff which could be tapped from to impart their technical know-how to the newly employed staff. It is crucial for the company to maintain its relevance in the marketplace by ensuring that old employees are provided with planned training to improve in-house and on-the-job training. This will ensure that the training is relevant and in accordance with the job specification, and the old employees will feel a sense of ownership and belonging (Arulsamy, et al., 2023).

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

The staff development program is a well-organized strategy that serves as the foundation of ongoing learning, enabling the organization to achieve organizational excellence and retain employees by facilitating the acquisition of skills and knowledge that are specifically designed to facilitate their professional development (Mustafa & Lleshi, 2024). Staff development can be done through various ways of training, the training can be done in a class classroom set up or have a learning community where the group comes together to foster interdependence and trust in the shared purpose in this case will be the shared strategy of the company. In a staff development program where there is teamwork and collaboration the barriers of working in silos are broken. As the staff is being trained in an organization with proper structures that include mentorship it becomes easy to align individual and organizational goals as seasoned professionals are paired with less experienced colleagues.

Mentoring allows mentees to explore their potential under the mentor's guidance, addressing their needs and challenges. This encourages a comprehensive approach that enriches the exchange of skills and relevant work insights, thereby advancing personal development goals. Reverse mentoring occurs when young employees bring their knowledge of being technologically savvy to the company and their input is acknowledged while acquiring the necessary skills, as there is collective creativity depending on knowledge management strategy.



**Lesson 2**

1. **Describe Business Communication.**

Business communication involves the transmission of information regarding the company among individuals both internally and externally, aimed at fostering an efficient and effective business environment that enhances growth, cohesion, and awareness of the company's presence (Dwyer, 2019). Communication is the company's lifeline, especially in this era of the globalized world where there is a need for credibility and having an edge over competitors or like-minded companies in the same business environment as yours. Deliberate coherent and meticulous external communication transcends beyond the horizon and borders if the company uses modern technology to seize opportunities as it navigates the not-so-friendly business complexities.

As much as it is good to have external communication internal communication is critical to boost the morale of the employees, which in turn will enhance productivity. Constant communication fosters teamwork and collaboration for the betterment of the company as informed decisions will be made with accurate up-to-date information and insights which will trickle down to enhance customer experience and relations.

In business communication market research is critical as this assists in intelligence gathering and analysis for one to make informed decisions on how to package the information and how it should be presented as the targeted customers or audience will be known hence the relevant messaging will be crafted from the position of understanding the needs of the customers. As one continues in the market or business environment varying the way the communication is done will enhance a seamless process as the intervals of dissemination will be done to enable the intended customers to receive and digest small amounts of information at any given time rather than receiving a very long complicated message which might not be easily understood.

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

Before we talk about examples of nonverbal communication it is important to start by saying non-verbal communication is conveying messages in several ways without using spoken words including but not limited to facial expressions, gestures, body postures, or positions, and this in some cases could be unintentional or intentional hence the need to be conscious least one communicates unaware depending on how the situation is construed at any given time.

Examples of non-verbal communication will be: Facial expressions, gestures and body posture

**Facial Expression** is the movement of the face to convey different feelings, emotions or messages which in many cases may be wrongly interpreted depending on how the receiver



views the expression and the state of the emotions of the sender at the time of messaging (Wakarai, 2023). The interpretation of facial expressions varies as such it is important to be careful when using them because cultural the expressions might have different meanings which then means that understanding the expressions and their intended purpose is an integral aspect of communication.

**Gestures** in communication are visible bodily actions that convey certain messages, sometimes as a stand-alone or complementing another means of communication (Wakarai, 2023). For example, a hand to your ear might mean you can't hear someone or as a sign of not believing what you are hearing. It is also important to note that gestures can increase the semantic meaning of what is being communicated or weaken it depending on how it is viewed or interpreted.

**Body posture** in communication is when the body position is used to convey a message or how you feel (Holler, 2022). Body posture can convey a message about one’s feelings at any given time for example you can slouch your shoulder as a sign of frustration. Personality character can be depicted from a body posture during this nonverbal communication for example as to whether one is confident when communicating or is all over the place and not focused on the subject matter at hand.

**Lesson 3**

1. **What is Benchmarking?**

**Benchmarking** is the strategic company practice of comparing its performance metrics, practices, and processes against those of others, especially against those who are leaders or ahead in the industry to identify the best practices to be implemented to have superior performance (Aithal & Aithal, 2023). The practice might involve data collection or mystery shopping for analysis to identify strengths and weaknesses compared to others. Another author (AACE, 2020) defines benchmarking as a measuring and analyzing approach that compares practices, methods, and relevant metrics to a benchmark to improve performance. The critical issue is understanding the data and how it could be tailored to be incorporated into your strategy and processes with a clear understanding of what you want to achieve based on SMART timelines.

Benchmarking is not just imitating but having goals, processes, and an articulated plan that resonates with the laid down mapping and action plan which will assist in implementing and monitoring the willingness to change to adapt or to adopt what works better to have a competitive advantage. As we look at benchmarking from a leadership point of view as leaders in the business space the mastery of a leader on benchmarking mustn't be just a single event but a process that requires one to look at operational efficiency and the level of customer



satisfaction which we can classify as strategic benchmarking which then enables the organization to look at the quality of their products when compared to those of the competitor to determine corrective measures that need to be done to sustain the envisaged improvement.

In benchmarking astute managers know that it is important to have indicators that will be used to determine whether the company is realizing its intended purpose for benchmarking by prioritizing and learning from the best. It then shows that in benchmarking you don’t just copy what others are doing but your research to find out what their Key Performance Indicators are which will then inform you on how to set your organization’s key result areas with clear set initiatives.

As part of ensuring that benchmarking is not in vain, there is a need to check whether the available staff can deliver based on the results of the benchmarking exercise. To this end, it is therefore worth noting that it is important for the manager or management to find out and determine the competency level of the workforce to be able to deliver on the new processes or the change or the increase of doing things. If the competency level is low, there will be a need for training, which is one of the advantages of benchmarking in most cases it results in things being done differently for example, from manual to automation.

1. **Describe “Process Improvement”.**

**Process improvement** refers to the use of techniques within the existing business processes to identify inefficiencies or areas which need to be refined without compromising quality but increasing efficiency to ultimately improve performance across the company (Abubakre, et al., 2023). Process improvement ordinarily should be a proactive action that is continuous if management wants the company to continue being relevant in the market and to keep up with like-minded business entities within the market environment.

Process improvement entails planning and having a process mapping strategy that helps to analyse and redesign processes with a deliberate move of optimising the use of resources to integrate continuous improvement. The commitment, transformation, and innovation that is demonstrated by management will determine the success of the process improvement and this will enhance the top-down approach which inculcates the spirit of willingness among employees thus creating a win-win culture. The commitment of the management will propel collaboration within the workforce hence and their level of contribution will increase because of self-motivation as employees reach out to uncharted waters ignited by clear communication from the leadership with integrity as they walk the talk of the organisation as a cohesive team that does not settle for less.

One of the critical aspects of sustaining the improvement is the general understanding of the strengths, weaknesses, opportunities, and threats (SWOT) of the organisation and that of the



leadership as this will help to put in place mechanisms that will assist the company to have a competitive advantage (Ferlie & Ongaro, 2022). With the understanding of the SWOT of the organisation, the company will reflect and determine what cause of action should be taken after reflecting on the current process as to whether during the improvement process, they should adopt a linear gradual growth or exponential growth. The objectives within the strategic plan will act as a guiding factor on what ought to be done at any given time to measure and improve the process which is aligned with the voice of the customer and the voice of the process to reach the equilibrium between the customer and the process. In the business environment, it is critical to understand the voice of the customer to meet the needs and expectations of the customer and what improvements should be made to improve the service that is offered.

**Lesson 4**

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

Personality describes the unique consistent patterns of thoughts, feelings, and behaviours that distinguish a person from others as a person will act in the same or similar ways in different situations (Cervone & Pervin, 2022). Personality causes us to act in a certain way as it is based on personality traits as they reflect the characteristics of an individual and are repeated for example, inclinations, tendencies, and patterns. Generally, three criteria characterise personality traits (consistency, stability, and individual differences). To have personality traits related to consistency an individual should have inherently behavioural consistencies visible across various situations in their life.

As we observe people around us and interact with them one of the things we see is how different people are from each other. There is no way we can talk about a person’s personality without referring to the personality traits. Personalities traits are descriptors of the characteristics of an individual which are based on the five aspects that describe personalities which are as follows:

**Openness**- This refers to a person who is a positive thinker who has an acute stimulation looking for ways on how to do things differently and better. The fact that the individual is open there is a tendency to accept new art and ideas. The openness in an individual will always determine how one is open or resistant to diverse behaviours and change.

**Conscientiousness-** This has to do with the level of how one is disciplined, organised, hardworking, and persevering. There is an element of reliability and dependability and when we measure the score on trait one of the things that can be picked is that the person is goal-oriented hence they will be successful and excel in leadership as the processes are well thought of before they are implemented. A conscientious leader will always pay attention to details and consider deadlines whilst observing how their behaviour impacts their subordinates



(Hu, et al., 2023). Paying attention to details, leaders will always show the difference between success and failure as there is a facet of orderliness, and industriousness which propels a strong-willed and highly determined character that ensures results are achieved. What is fascinating about conscientious leaders is that if they realise that they are goal cannot be achieved they do not give up but can change to one that is attainable hence they tend to act consistently to the expectation of the employer. As most conscientious leaders tend to focus on the task more than employees it is important to make that tweak that helps to focus on the job as well as on employees because various skills are important for success in an organisation.

**Extraversion-** This describes a personality trait that is assertive, sociable, and active, with a positive emotionality, resulting in an extrovert. This personality is energised by external occurrences and social interaction, which will be exhibited in excitement-seeking. An extrovert is characterised or seen as a “people person” with an outgoing personality and in most cases with a wide range of friends (Salmony, et al., 2022). As “people persons” extroverts make friends easily and can be described as energetic and prefer working in groups being the centre of attraction spearheading group outings and conversation to derive joy and excitement. Extroverts have a more developed social skill that enables them to sustain friendships.

An extrovert leader will always excel in rallying his team with so much energy and enthusiasm with that natural charisma of being talkative active and warm. Extrovert leaders and or managers normally have oratory skills and are likely to have extensive networks which are good for sustaining the business as some acquaintances can help when the chips are down to uplift the business. Sometimes extroverts are impulsive and act without thinking coming across as people who in most cases will not be aware of their words and actions as such, they can be insensitive. Even though extroverts may tend to be insensitive they can think on their feet and are approachable and welcoming. Because of the character of an extrovert, there is a tendency to struggle with tasks that require intense focus and concentration.

**Agreeable-** This personality trait describes a person perceived as tender-minded, cooperative, considerate, and enjoys helping others and working with those who require assistance. An agreeable person is more trusting, and empathetic and generally displays prosocial conduct than other people around hence they are we-centric rather than me-centric (McNulty, 2022). There is a tendency to go along with other people’s opinions and always look for harmony rather than discord. Bringing other people's views on board and putting their needs first, helps the leader gain loyalty. In difficult situations, an agreeable person’s pain or discomfort is soothed by an imagery of feeling better.

In management, agreeable leaders focus on collaboration and openness which creates a work environment where employees are always prepared to tackle future obstacles in the business as they are engaged most of the time. Engaging employees to sustain long-term success as an



agreeable leader will make you be liked by employees or subordinates. Most of the agreeable leaders tend to be thoughtful and emotionally stable which makes people enjoy their job and hence they are more productive because their views are incorporated, and this encourages the spirit of ownership in whatever they are doing.

As an agreeable leader the desire to ensure that there is always harmony can lead to avoiding necessary confrontations which could assist in resolving issues that might not be good for the organisation in the long run. Sometimes agreeable people have a challenge to be assertive as such their opinion is not heard. It is important to say, that some confrontations are necessary for the betterment of the organisation and to find solutions to inherent challenges.

Agreeableness enhances relationships and social support but can lead to challenges in resolving conflicts and being assertive and as such striking a balance of finding an equilibrium between assertiveness and agreeableness is important

**Neuroticism-** This personality trait is described as a tendency involving negative emotions such as anger with a strong reaction towards threats as well as struggling to deal with stress because of being interpersonal sensitive. People with this trait struggle with self-confidence and constantly worry with frequent mood swings because of overthinking and pessimism. One of the major problems of neuroticism is always being irritable and interpreting everyday situations as dangerous.

Neuroticism in leadership often leads to instability in decision-making creating a negative atmosphere within the work environment and the team (Oladimeji, 2024)1. A neurotic leader has difficulties in managing stress and a volatile emotional state which is a detrimental trait for effective and efficient leadership because of lacking emotional stability. Such leaders have emotional reactions rather than rational analysis due to a failure to have a calm demeanour in challenging situations.

Generally, some elements of neuroticism are good for certain circumstances, but suffice it to say emotional stability and resilience are important therefore making neuroticism a drawback in effective leadership.

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

**Proactive**- The first habit I want to describe is being proactive which refers to taking the initiative to act in advance knowing that your decision will be the factor that determines the effectiveness of your action. This is the first habit because all other habits depend on our aptitude to proactively make things happen rather than being reactive when they have happened; technically it is all about ensuring that things happen and not waiting for them to



happen. The beauty of being proactive is that you are willing and not under compulsion initiate a behavior or create a circumstance that addresses things before they occur (Wood, et al., 2021).

As a leader being proactive is all about having a strategy that helps you plan to get the desired outcome as you actively seek opportunities that will enable you to make decisions without being prompted. In being proactive as a leader, you take responsibility for your actions and any other consequences that will emanate from your decision especially if you have foreseen potential challenges and planned accordingly well in advance.

**Synergize** - This is a habit where you combine the know-how, skills or ability of people through efficient positive teamwork which could not have been done by one person (Wood, et al., 2021). For example, in a band, you do not have one person but different instrumentalists coming together to produce a song. You value other people’s strength to work together to create a teamwork solution that is focused on the power of collaboration. Synergy is all about knowing how to leverage diverse abilities strengths and different views of individuals to have new solutions and to build trust.

A leader with a synergy habit values diversity as he sees the difference in perspective as an asset to the company through enablers that make team members share unique insights emphasizing team success rather than individuals. The open-mindedness of a leader with this habit will welcome ideas even if they are different from their view to foster teamwork and encourage ownership resulting from participating in cross-functional collaboration to deal with complex issues as expertise is drawn from various mindsets.

**Lesson 5**

1. **Why would Empathy be important for management?**

Empathy is important for management because it helps the leader to know and understand the challenges, emotions, and feelings of employees with a strong imagination of how one would react if one were feeling what they are experiencing at any given time. In most cases, empathetic leaders create a supportive atmosphere in the workplace enabling them to adapt their approach to suit individual needs thus building trust and loyalty (Yue, et al., 2022). Empathy helps the leader to connect with their team listen and communicate to enhance collaborations which leads to continuous positive engagement and boosts the morale of the employees leading to high productivity and attaining the desired results in the business.

Empathy comes across as an emotional skill that helps the leader understand the emotional needs of the employees, intentions, and thoughts. The leader actively listens intending to validate the employees’ feelings to understand their personal and professional lives and to balance their needs with those of the business. In management, the leader needs to know that



employees desire a culture where they are invited to speak their truths even if their truths might not be aligned with the current status quo of the business. It is important to note that where there is empathetic leadership, employees are free to take calculated risks and propose solutions that could drive innovation and market penetration, hence growing the business.

Where there is empathetic leadership, the leader takes time to inspire listen, pause, and reset, to offer guidance in tackling specific challenges and needs of the employees, especially in an environment where the team is uncertain of a strategic direction for the company to share a message of encouragement and support.

1. **How is the “Happiness Inventory”?**

In the business environment, a happiness inventory could be a tool, or a survey used to measure the level of satisfaction to assess the main drivers toward that happiness. For an individual, a happiness inventory will have a list of things that the person enjoys as a self-report on the sources of the happiness. Personal happiness is something that comes from within as a result of feeling good inside or most probably as a response to questions like, how happy are you or How satisfied are you with your life the answers to this could talk to the feelings and also to the state of the mind at a time when the question is asked (Veenhoven, et al., 2021).

Through the happiness inventory, you can determine that the frequency of joy comes because of appreciating small things and being actively involved in activities that bring joy with the absence of negative feelings. It is important to note that the way one handles stress and emotions does impact the overall level of happiness and the satisfaction that is derived from contentment. In general, no one can bring joy except the feeling and the emotions that come from within especially if there is acceptance and affection

**Lesson 6**

1. **Why is great energy considered an aspect of a leader?**

Great Energy in leadership refers to the aptness of leaders to inspire the team by creating a dynamic atmosphere that promotes vitality and productivity in the workplace (Kissinger, 2024). Leaders with great energy engage and focus the team's potential towards creating a sense of urgency in doing things to increase the outcome by being present during the interaction. This energy is just like laughter is contagious because the leader continuously demonstrates optimism in the team and excitement within the workplace and sharing excitement which uplifts the team to perform at their best with a sense of camaraderie.

Great energy is considered an aspect of a leader because there is a positive attitude that the team’s goals will be reached through creativity and innovation propelled by high levels of enthusiasm. A leader with great energy is passionate about the mission communicating with



clarity the goals with a genuine commitment to the cause which is more appealing to the team and attracts talent to enhance productivity. Great energy in leadership is important as it helps to tackle difficult situations but still focus on the goal thus motivating the team to perform at their best.

1. **Describe fate control in leadership**

Fate control I leadership refers to the leader’s ability to manage external or internal outcomes by making strategic decisions to influence the organization’s way forward (Pandia, et al., 2023). Fate control in leadership has to do with the perception and the belief of a leader on how much they have control over events in their lives. This is a personality trait that can be either internal or external about the perceptions of the outcomes does the leader believe that the destiny is controlled by him/her or by external forces? Due to the changing business environment, the leader can attribute their failures or successes to internal or external circumstances and this thinking is known as “locus control”.

In internal locus control, the leader takes responsibility for his/her actions and the organization's performance as they gather information that can be used for problem-solving and work hard to increase their knowledge and skills knowing that their future is in their hands. In external locus control, leaders believe that external forces control their future, and, in most cases, they will blame external forces for their failures (Pandia, et al., 2023).

As a leader, if you believe that you have control over the circumstances that surround you, you have an internal locus control on the other hand if the leader feels that they have no control over what happens then the leader has an external locus.

**Lesson 7**

1. **Describe three features of a leader.**

One of the features of a leader is being a **good communicator.** Effective communication is critical for leadership, as this helps to inspire the team, build relationships, and convey the message with clarity (Ramadhini & Manafe, 2022). Good communication is a skill that allows leaders to enhance connection through creativity and innovation by initiating things and bringing in new ideas. It goes without saying that to be a good communicator you also need to be a good listener to be able to understand other people’s perspectives.

Good communication entails being able to understand other people’s emotions, which helps in building trust and inspiring the team to achieve strategic goals. A good communicator is confident, concise, and able to convey the intention in a friendly and appreciative manner. Good communicators can choose words that are relevant to the audience at any given time in a clear and specific way.



Good leaders havea feature of **empathy** which is the ability to understand the emotions of others and identify with them (Arghode, et al., 2022). Leaders with empathy create an environment that is inclusive as they support the team members in their day-to-day tasks. A leader who has empathy sees things from other people’s perspectives rather than being stringent and believing that his word is final. Leaders who have empathy can easily build trust and they do give feedback to their team members on their performance quite often than not they always motivate their team rather than being punitive in every mistake that is made. Empathy is crucial for a leader because it has an impact on how one communicates, and the packaging of the message is of paramount importance in building a strong rapport with the team.

Good leaders have the feature of **creativity** which is an essential quality to meet the continuously changing business environment (Arghode, et al., 2022). Creativity is the ability to bring something into existence and to understand how you manage that creativity. As a leader, it is important to be always on top of the game to understand which plans or initiatives are relevant to the organization in this competitive global business environment. It is also important for the leader to be able to explain how those new initiatives will benefit the organization and the people within the organization. One of the essential issues is to also be in the position to defend the initiatives and to make the team embrace the new ideas and own them for the growth of the business.

1. **How is Creative Learning important in leadership?**

Creative learning in leadership encourages a workplace that fosters creativity among the workers by ensuring that there is an environment that provides an opportunity for working together and taking risks rather than following the usual way of doing things (Ahsan, 2025). Creative learning is important as people do not hide behind the notion of saying if it is not broken why fix it, but it encourages employees to think outside the box. Creative learning is important for leadership as it creates the desire to always know new things thus creating a culture of curiosity and willingness to generate new ideas and a more comprehensive understanding of new ideas.

Creative learning does create a flexible environment where creativity is the order of the day as leaders demonstrate new ways of solving problems and critical thinking ability and skills to inspire the team as they build on each other’s strengths. The importance of creative learning in leadership is that the leader allows for hands-on activities and project-based on-the-job training. In creative learning, the leader should always be astute in utilizing modern technology and integrating digital tools in the workplace for efficient and effective automated ways of working and service delivery.



**Lesson 8**

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

A manager can improve the work environment by creating an environment of **inclusivity** where everyone is valued and respected for employees to own the organization’s mission and vision and for the leader to live by example with a clear understanding of the goals and expectations. The manager will be ensuring that there is inclusivity and valuing differences thus bringing a sense of belonging and encouraging diversity.

The manager can improve the work environment by ensuring that employees are able to balance work responsibility and personal responsibility to be able to excel in their professional and personal lives. It is the responsibility of the manager to make the work environment conducive to caring by ensuring that there is a **balance between personal life and business** (Ahmad, et al., 2022). A good work-life balance entails being productive at work and finding a way to manage the demands of work or your personal life.

To improve the working environment the manager can **foster teamwork** by ensuring that the team does not compete, but they encourage each other. In a setup where teamwork is enhanced, there is productivity and oneness with clearly defined goals to be achieved. In fostering teamwork, the manager can ensure that there is cross-departmental **collaboration**. It is the responsibility of the manager to encourage open communication for the team members to be free to talk to each other and that there are regular team meetings to share ideas with clear communication channels and be active listener (Guaman-Quintanilla, et al., 2022).

The manager can also improve the work environment by creating **opportunities for growth** through formal training or on-the-job training to enhance the knowledge and skills of the employees. With the development of modern technology, there is a need to promote **flexibility** where employees can work remotely from their homes (Ahmad, et al., 2022). It is also important for the manager to recognise and **celebrate team achievements and individual achievements** to boost morale and enhance job satisfaction.

1. **What are the 5 components of Emotional Intelligence?**

Emotional Intelligence, for purposes of this presentation, is the skills, competencies and traits that help someone to manage their emotional responses and those of others. The 5 components of Emotional Intelligence are:

**Self-awareness**- As a leader, it is important to identify and understand your own emotions, strengths, and weaknesses, to be able to know how your emotions affect other people around you. Your moods can impact how you behave towards others, and therefore it is critical how you handle them without being overwhelmed.



**Self-Regulation**- Emotions should be managed, especially in stressful circumstances, by controlling impulsive behavior and maintaining a calm attitude, having mental peace in challenging situations. Self-regulation entails thinking before you talk or thinking carefully before you act to avoid irrational actions, which one can regret when they have already happened. The leader should be able to manage emotions when the going gets tough and have a positive outlook.

**Motivation-** As workplace behavior has evolved and people are no more yes, sirs, it is crucial as a leader to show that you are worth following. People want what a leader has for them. Being a leader means that you must have staff members who are driven with a strong link of working in unison to disarm problems. When there is positive reinforcement with well-defined achievable goals, which can either be influenced by internal or external elements, motivation shapes performance in the workplace since it energizes and guides behavior (Ify, 2024).

**Empathy—**Empathetic leaders are effective and influential because they take time to understand human behavior and the perspectives and emotions of others. Leaders should be able to understand the emotions of others andknow how other people want to be treated.

**Social skills-** Leaders must be aware of their business environment and that they cannot operate in silos but implement plans and strategies that help them to build a rapport with new business partners or new clients. This also refers to the leader’s ability to assist the employees to adapt to the market environment and to make them not feel isolated but an integral part of the entire organization

**Lesson 9**

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

Delegation is when a manager efficiently assigns and entrusts tasks and responsibilities to another person to make decisions with certain limitations. Delegation is important, and the purpose of delegating is to ensure that the workload is distributed to an individual or a capable team to empower them to improve performance and overall efficiency within the organization (Alshemmari, 2023). Delegation helps the manager to concentrate on other important strategic planning concerns of the company while the chores are being done faster, especially if they are assigned to a suitable level. It also lessens his/her workload.

The best approach to assign is to precisely define the responsibilities with unambiguous directions on the expected outcomes, choose the suitable delegate with the relevant skills and knowledge, and provide the required power to make sure that decisions within the given limits are taken under control.

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



The process of negotiation involves formulating a coherent undertaking that encompasses preparation, communication, and agreeing to clarify the goals with the intention of a win-win outcome to reach an agreement and implement it.

During the preparation and planning, it is critical to identify the needs and priorities of the parties involved to agree on the goals which must be realised. All the material facts which could influence the other party to agree or not should be disclosed from the very beginning to avoid any disagreement, which might ensue. There should be research on what must be done, followed by the development of a strategic plan, which should be followed based on the capabilities and weaknesses of the parties involved. One of the critical issues during planning is having a contingent plan for a fallback if the negotiations do not work as expected.

It is important to have a clear communication and discussion forum for the parties involved to understand each other and know the other party’s perspective, to actively listen, and seek clarity where necessary. There should be concise communication for all the parties to express their interest, with no party dominating the discussion to have an equal opportunity. Through these discussions, there will be a collaborative relationship between the parties involved, which helps in having synergy. when solving problems.

There is a need for a win-win outcome where both parties are flexible, and adaptable, and both parties gain something during the negotiation process. The compromise should be from both sides, rather than having one being rigid, hence the need to strategically understand when to be firm and when to compromise. In negotiations, concessions are made, but when the manager agrees, they should do so in a way that enables him/her to achieve their goals.

During the negotiation process, one should ensure that there is an agreement on all the terms and conditions. A written agreement should be signed by both parties with all key conditions clearly understood for the agreement to be carried out as planned to the satisfaction of all the parties involved.

**Lesson 10**

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

Conflict is a misunderstanding or disagreement between groups or individuals, often emanating from differing perspectives, values, or egos. Conflict cannot be avoided because people have different opinions, beliefs, and ideas on how certain issues can be handled, as it influences how we decide and act at any given time. With the understanding that conflict is a misunderstanding, it is therefore critical to resolve the differences to minimise the negative impact and increase the possibility of a positive outcome.



When dealing with conflict, early intervention is critical because sometimes something might start as a small matchstick, which could then turn into a wildfire, with this analogy, small issues should be dealt with promptly to avoid any escalation. As a manager, one must be aware of signs of conflicts that could arise and affect productivity and cause tension, these must be dealt with in the business. Where necessary, mediation can be used to facilitate the resolution of the difference to get an amicable solution. In a business setup, management must ensure that the guidelines or policy on conflict resolution are clearly understood by employees and that there should be a move to focus on the root cause of the conflict and facilitate a collaborative solution to the issues at hand.

When managing conflict, the manager should not focus on the individuals involved, but rather on the conduct or the manners to avoid any personal attacks, which could cause more damage, at the same time trying to find areas of agreement to build on to get a resolution.

When reconciling people who are in conflict, the manager should seek a compromise and ensure that there is reciprocity, especially where there is a will to sacrifice one's own goals, because sometimes there will be an aggressive employee who wants things done his/her way. When is said and done, there is a need for a follow-up that the agreements reached are implemented and progress monitored and measured.

1. **What is change management?**

Change management in a business is the process of leading employees and the company through a transition or transformation because of the culture change or when there is a new strategic plan, by ensuring that there are clear channels of communication to avert resistance and ensure that there is effective implementation and adaptation of the changes (Mizrak, 2024). There are times when the change is driven by the changes in the marketplace for the organisation to remain relevant in the business sector and improve performance and productivity.

When implementing a change, it is important to ensure that employees are engaged and willing to embrace the change and that there is ownership supported by strong leadership, which is always there to address any concerns to achieve better outcomes. A proactive approach to change should not be reactive but systematic, with regular assessment of the impact and essential improvement as and when the need arises, with regular training of the staff.



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