

UNIVERSITY OF FORT HARE
DEPARTMENT OF APPLIED MANAGEMENT,
ADMINISTRATION AND ETHICAL LEADERSHIP

MAIN EXAMINATION
2025

PERSONAL MASTERY
BEN311 & BEN311E

Internal Examiners:

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Dr G. Donga

External Examiner:

Dr. S. Watson

MARKS
DURATION

100
3 hours

INSTRUCTIONS

1. SECTION A: Question 1 and Question 2 are COMPULSORY.
2. SECTION B: Answer any TWO of the questions.
3. LABEL your ANSWER BOOKS correctly.
4. Indicate the correct question number for each answer.
5. Enter the numbers of the questions answered on the front cover of your answer books.
6. Indicate the number of answer books handed in on the front cover of each book.
7. Write legibly.

**This paper consists of nine pages, including the
cover page**

high IQ. What's more, 59 percent of hiring managers said they wouldn't hire someone with a high IQ but a low EQ.

"In a recovering economy, employers want people who can effectively make decisions in stressful situations and can empathize with the needs of their colleagues and clients," Rosemary Haefner, vice president of human resources at CareerBuilder, said in a statement accompanying the release of the survey data.

Lastly, through a series of recent studies conducted by ZERORISK HR, Inc., a correlation was found among low emotional intelligence and theft and shrinkage. One other study in the construction industry yielded results showing that workers with low emotional intelligence had a higher likelihood of getting injured while on the job.

All of these cases are starting to prove the value of having highly emotionally intelligent employees make up your workforce if you want a competitive advantage in this highly competitive business world.

<https://www.captive.com/news/emotional-intelligence-in-the-workplace-why-it-matters-more-than-personality>

- 1) Explain the concept of emotional intelligence, explaining the main quadrants of Daniel Goleman's model of emotional intelligence. [10]

- 2) Discuss how each of the skills in each of these quadrants of Daniel Goleman's model of emotional intelligence contribute to effective functioning in the workplace. [15]

QUESTION 4 (25 marks) are the researches that give us

Read the scenario below and answer the questions that follow:

*If you **enjoy a challenge and like to get tasks done**, you might be wishing for high energy levels throughout the day. Except, it's naturally impossible. What's more, if you extend yourself too far for too long, it can lead to burnout. When leaders set high standards, they often don't realise which standards defy their body's natural rhythms. A **simple shift from overriding to harnessing your personal energy cycles can make your health and productivity a lot easier.***

<https://laurenkimwellness.com/your-personal-energy-cycles/>

4.1 Define the concept of physical intelligence. [5]

4.2 Why do we need to take 'time' into consideration? Discuss this concept by taking into account your own energy cycle as an example. [15]

4.3 What is the Pareto principle as observed by Wilfredo Pareto? [5]

OR

QUESTION 6

[25 marks]

Read the scenario below and answer the questions that follow:

Linville's 1985 model of Self-Concept (SC) assumes that the self is composed of multiple aspects. These aspects can include social roles, relationships, goals, future and past selves and so on. The SC model posits that there are individual differences in the number of such self-aspects. It also posits individual differences in the extent to which each of these self-aspects overlaps with other self-aspects with respect to content or characteristics. Thus, Linville's SC model suggests that there are individual differences in both the number of self-aspects and the degree to which they overlap.

<https://www.sciencedirect.com/science/article/abs/pii/S0191886998002475#:~:text=The%20SC%20model%20posits%20that, respect%20to%20content%20or%20characteristic>

- 6.1 Draw your SC map, indicating the various self-aspects. [5]
- 6.2 Explain the emotional intelligence strengths and development areas of each self-aspect. [10]
- 6.3 Discuss how the concept of SC contributes to developing effective emotional intelligence. [10]

OR

QUESTION 8

[25 marks]

Read the scenario below and answer the questions that follow:

Karen works for an insurance company, every week she finds that certain colleagues ask her to do some of their duties. Karen finds it tremendously difficult to say 'no'; she thinks that it will cause an argument and that she will come across as rude. She also feels that people are taking advantage of her, her workload is increasing and this causes her stress levels to rise, she starts dreading going to work and her self-esteem and confidence are now being impacted on.

<https://www.react2training.co.uk/case-study/karens-story.html>

- 8.1. Name and explain the core behavioural skill that Karen needs to develop. [5]
- 8.2. Discuss how this skill relates to the five conflict management styles discussed in this module. [5]
- 8.3. Explain each of these five conflict management styles. Provide examples of when each style is appropriate and when it may not be so appropriate to use. [15]

[Sub-total 4 x 25 marks = 100 marks]

END OF PAPER