

NAME AND NUMBER OF COURSE

COURSES FOR WHICH THIS
IS A PREREQUISITE:

RELATED COURSES:

TEXTBOOKS, REFERENCES, MATERIALS (LIST READING RESOURCES ELSEWHERE)

TEXTBOOKS:

Bittel, Lester R., What Every Supervisor Should Know - 3rd Edition, McGraw-Hill (1974)
\$10.45 (1975)

REFERENCE:

Kuntz & O'Donnell - Principles of Management, McGraw-Hill

COURSE OBJECTIVES, CONTENT, METHOD, EVALUATION:

OBJECTIVES:

1. The student will learn the basic principles of supervision, and consideration of the human element in the every day application of those principles.
2. The student will study the development of scientific supervision, the modern concept and future trends.
3. The student will participate in selected case studies which illustrate day to day supervisory problems. The student will analyse the problems and produce solutions based upon the appropriate principles and techniques.
4. Supervisory functions will be analysed in detail in terms of techniques, authority and responsibility, behavioural controls, self-development and producing through the efforts of others.
5. The student will have a comprehensive understanding of, and be better prepared to meet the challenge of modern supervision.

CONTENT:

1. The Supervisor's Job - Scientific management, responsibilities
2. The Human Element - the behaviour of people at work. Meeting employee needs. Job satisfaction. Employee rewards, other than the pay packet. Group Dynamics.
3. Attitudes and morale - why do attitudes differ. How good is good morale.
4. Communications - why do communications get "off the beam". Three dimensional. Encouraging employee communications. Can listening be overdone.
5. The Art of Leadership - what is leadership. The three types of leadership. Personality and leadership. Action; group centred leadership.
6. Organization - the supervisor's status in the organization. What is organization line and staff. Responsibility and authority. Delegation and accountability. Why delegate.
7. Policy - what is policy. The supervisor and the application of policy. Changing policy. Is policy a straight-jacket.
8. Manpower management - symptoms of poor manpower management. Forecasting requirements. Labour turnover. Absenteeism. The hiring process.
9. Job Analysis and Evaluation - what is the purpose of job evaluation. The man on the job. How is a job analysis made. Evaluation systems.
10. Appraising Employee Performance - who appraises? The need for consistency. What should an employee be told and how. The "sandwich" technique.

CONTENT (Contd.)

11. Training employees to work well - do employees learn without being trained. Training needs. Training techniques. Training methods and systems. Evaluation.
12. The supervisor's role in labour relations - the collective agreement and its application. The interface supervisor and organised labour. The grievance procedure and arbitration. B.C. Labour Legislation.
13. Safe working practice - the supervisor's responsibility. The major causes of accidents. Safety programmes. Costs. B.C. W.C.B. legislation.
14. The knack of giving orders and instructions. How can you get better results from the instructions and orders that you issue. Understanding - written - verbal.
15. How and when to discipline - the real purpose of discipline. Why do employees break rules. Negative and positive discipline. Limit of authority to discipline. Absenteeism. Rules and regulations.
16. Handling gripes and avoiding grievances - why bother about gripes. What is a grievance. Why should the supervisor be involved. Where are grievances most likely to occur.
17. Improving work methods - what does methods improvement mean? What is meant by a job breakdown. The flow process chart. When do methods improvements pay off.
18. Rating yourself for self-development - what can self-development mean to you. Planning. Check progress.

METHOD:

Lectures, discussions, case study. Audio visual. A considerable amount of the lecture content will consist of the application of the Principles of Supervision in real life situations.

EVALUATION:

Written appreciation of case studies - 2 x 20%	40%
Mid-Term Examination	30%
Final Examination	30%