

**A: Division:** APPLIED PROGRAMS

**Date:** JANUARY 1995

**B: Department:** COMMERCE AND BUSINESS ADMINISTRATION

**New Course:**
**Program:** BUSINESS

**Revision of Course Information Form:** March 1992

**C: BUSN 315**
**D: SUPERVISORY MANAGEMENT (HISP)**
**E: 2.5**
**Subject & Course No.**
**Descriptive Title**
**Semester Credit**

**F: Calendar Description:** This course will provide HISP students with key skills related to and knowledge of first-line (supervisory) management. Participants will experience the supervisory role as a special case of leadership--the only level of management that interfaces directly with non-management personnel. Communication, leadership and motivational skills will be given special emphasis. An experiential approach will be used to facilitate the learning of basic supervisory skills such as interviewing, appraisal, training and leadership.

**Summary of Revisions:**  
(Enter date & section)  
Eg. Section C,E,F

1994-10-31 Sections O and R

**G: Type of Instruction: Hours per Week/per Semester**

Lecture		Hrs.
Laboratory		Hrs.
Seminar	5 (11 WKS)	Hrs.
Clinical Experience		Hrs.
Field Experience		Hrs.
Practicum		Hrs.
Shop		Hrs.
Studio		Hrs.
Student Directed Learning		Hrs.
Other		Hrs.

**TOTAL** 5 (11 WKS) Hrs.

**H: Course Prerequisites:**

MATH 11

**I: Course Corequisites:**

NIL

**J: Course for which this Course is a Prerequisite:**

NIL

**K: Maximum Class Size:**

35

**L: College Credit Transfer**

College Credit Non-transfer ☒

**M: Transfer Credit:**  
Requested:  
Granted:

Specify Course Equivalents or Unassigned Credit as Appropriate:

U.B.C.  
S.F.U.  
U. Vic.  
Other:

**COURSE DESIGNER(S)**

**DIRECTOR/CHAIRPERSON**

**DIVISIONAL DEAN**

**REGISTRAR**

**N: Textbooks and Materials to be Purchased by Students  
(Use Bibliographic Form):**

Plunkett, W. Richard. Supervision: The Direction of People at Work, latest ed.  
Allyn & Bacon Publishers.

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**Complete Form with Entries Under the Following Headings:**

**O: Course Objectives; P: Course Content; Q: Method of Instruction;  
R: Course Evaluation**

**O. COURSE OBJECTIVES**

The student will be able to:

1. describe the unique problems of being a supervisor as well as the special skills, responsibilities, roles and attributes required of supervisors.
2. describe the essential functions of management as they relate to all levels of management and the emphasis and time allocated to these functions at the supervisory level in particular.
3. explain the basic principles and tools that are essential to the supervisory role for practical application in a hospital setting.
4. describe in a practical way the models and theory base associated with managing change, human motivation techniques, team building dynamics, group supervision and leadership/management style choices.
5. explain the importance of enhancing productivity through proper employee selection and induction, training, results appraisal and deficiency correction.
6. describe proper ways of dealing with employee complaints and productivity problems.
7. demonstrate key supervisory skills: training, appraising, interviewing and dealing with performance problems.

**P. COURSE CONTENT**

1. Nature and special role of first-line management. Supervisory responsibilities, roles, linkages and team advisors. Causes of supervisory success and failure.
2. Management concepts and functions. Time allocation. Tactical planning and implementation. MBO application. Time management. Authority

power, delegation process, line and staff authority, strategic planning, budgeting.

3. Communications. Communication process. Oral and written. Barriers to effective communication. Rumors and the grapevine. Organization communications.
4. Managing change and stress. People attitudes about work. Management theories X, Y, and Z. Techniques for changing attitudes.
5. Human motivation. Content, process, and reinforcement theories and their application.
6. Building relationships with individuals. Goals of human relations training, maintaining relationships with subordinates, peers and the superiors. Interpersonal skills.
7. Supervising groups.
8. Leadership and management styles. Leadership models and continuum. Assertiveness. Assessing leadership.
9. Employee selection and orientation. Training. Appraisal process and methods. Positive and negative discipline. Conflict management.
10. Special concerns. Security, safety and health. Workplace Hazardous Materials Information System (WHMIS) legislation.
11. Unions. Contract administration. Handling grievances.

**Q. METHOD OF INSTRUCTION**

Short lectures, strong emphasis on role-playing and structured experiences.

**R. EVALUATION**

Term test (2)	20%
Class participation	10%
Mid-term examination	20%
Project	20%
Final examination	30%
	<u>100%</u>
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