

02SN04 HUMAN RELATIONS

Course Outline

COURSE DESCRIPTION

What makes people *tick* . . . and how to keep them going! Human Relations will improve your understanding of people. You will discuss motivation, handling conflict, delegation, building morale and more. Studying these topics will give you practical insights into handling people more effectively and improve your overall performance.

OBJECTIVES

1. Determine how the management process is used at the supervisory level and define the responsibilities and expectations of a supervisor.
2. Define employee motivation and determine methods of motivating employees in the workplace.
3. Identify what constitutes a conflict; identify the major source of conflict and learn effective communication techniques to manage conflict.
4. Determine the training requirements for a specific job, develop and conduct a job instruction training lesson. Identify various types of training methods.
5. Identify personal leadership styles and effectiveness, demonstrate leadership skills and determine a personal action plan to develop leadership abilities.
6. Determine the benefits of performance review and employee development and identify and demonstrate the steps in the performance feedback process.
7. Define performance problems, describe the influence of morale on performance, and use a problem-solving method to determine causes and solutions of performance problems.
8. Analyze sources and symptoms of stress that may result in problem behaviour on the job, determine the characteristics of counselling and progressive discipline and demonstrate counselling, or disciplinary skills in an interview.
9. Identify the benefits of job satisfaction and demonstrate the characteristics and skills associated with coaching employees.
10. Determine what is required to influence change and to develop strategies to overcome resistance to change in the workplace.

TOPICS

1. Understanding Your Role in Management
2. Understanding Motivation
3. Managing Conflict
4. Training and Development
5. The Manager as a Leader

6. Managing Employee Performance
7. Handling Performance Problems
8. Counselling and Discipline
9. Job Satisfaction
10. Managing Change

MODULE OUTLINE

Understanding Your Role in Management

- Identify the three levels of management and define the management process.
- Apply the functions of management to the supervisor's job.
- Determine the skills required for supervision and distinguish between work and supervisory activities.
- Determine the responsibilities of a supervisor and the organization's expectations of a supervisor.

Understanding Motivation

- Identify what motivates people and relate the impact of motivation to organizational effectiveness.
- Develop an understanding of the basic needs that motivate people in the work environment.
- Identify the interrelationship of job satisfaction, motivation and productivity.
- Analyze motivational problems and determine how to deal with these problems.
- Demonstrate giving motivational feedback.

Managing Conflict

- Identify what constitutes a conflict.
- Identify the major sources of conflict.
- Identify communication techniques for dealing with conflict.
- Practice techniques in managing conflict.

Training and Development

- Identify training needs to address the demands of the job.
- Develop a Job Instruction Training plan.
- Conduct a Job Instruction Training lesson for simple manual tasks.
- Develop an understanding of training techniques.
- Determine instruction methods appropriate to the task, employee experience and training environment.

The Manager as a Leader

- Identify the benefits of effective leadership to teamwork.
- Determine leadership styles and effectiveness.
- Assess the interrelationship of the leader's personal qualities, the characteristics of the followers and the needs of the situation.
- Demonstrate leadership skills.
- Write a personal action plan to develop leadership abilities.

Managing Employee Performance

- Identify the components of a Performance Management Cycle.
- Determine the facets of employee performance to be reviewed.
- Determine the benefits of developing employees and identify what motivates an employee with potential.
- List the steps in giving developmental performance feedback.
- Demonstrate giving performance feedback.

Handling Performance Problems

- Identify relationship of morale to productivity.
- Use a problem-solving model to define problem behaviour and determine appropriate method for solution.
- Assess the viability of various solutions against criteria.
- Develop a plan for handling a performance problem.

Counselling and Discipline

- Define symptoms and causes of stress.
- Identify the functions of counselling and discipline.
- Determine the types of problems requiring counselling and the type of counselling applicable.
- List what is involved in progressive discipline.
- Plan and conduct a counselling or disciplinary interview.

Job Satisfaction

- Define employee job satisfaction.
- List the benefits of job satisfaction to the organization, the supervisor and the employee.
- Determine the characteristics and skills of a coach.
- Identify and demonstrate coaching techniques to assist employees to succeed in mastering a task.

Managing Change

- Identify the reasons for resistance to change in individuals and groups.

- Identify what is required to overcome resistance to change.
- Demonstrate problem-solving techniques to affect the implementation of a particular change.
- Develop a strategy for dealing with resistance to change.
- Develop an influence strategy to affect change.

EVALUATION

Students will be evaluated based on the following criteria:

Assignments: 30% of your final mark

- There are 10 assignments in total (i.e. one for each module).
- Each assignment is worth 3 marks.
- Assignments are to be completed individually.
- To get the full 3 marks, the assignments should:
 - be to the point and on topic
 - make use of theories/content covered in the course modules.
- Zero (0) marks will be issued if the assignment is late or not attempted.
- Assignments will be confidential, i.e. they will not be posted for the other students to read.

Discussions: 50% of your final mark

- There are 10 *Discussions* and 10 *Group Discussions* described as follows:

Discussions: 25% of your final mark

- There are 10 *Discussions* in total (i.e. one for each module).
- Each *Discussion* is worth 2.5 marks.
- The goal of these exercises is to get the student to contribute to the other students' learning experiences by opening up two-way dialogue so that they may share personal experiences/ideas that are relevant to the modules' material.
- To get the full 2.5 marks, participation in these discussions should:
 - be to the point and on topic
 - make use of theories/content covered in the course modules
 - offer constructive feedback to the other student's opinions where applicable.
- Zero (0) marks will be issued for late participation or not attempted.
- By their very nature, discussion exercises are not confidential.

Group Discussions: 25% of your final mark

- There are 10 *Group Discussions* in total (i.e. one for each module).
- Each *Group Discussion* is worth 2.5 marks; all students within an individual group will receive

the same mark.

- The goal of these exercises is to get the students, working in groups, to contribute to the other students' learning experiences by sharing personal experiences/ideas that are relevant to the modules' material.
- To get the full 2.5 marks, the *Group Discussion* assignment should:
 - Be to the point and on topic.
 - Make use of theories/content covered in the course modules.
- Zero (0) marks will be issued for late participation or not attempted.
- Completed *Group Discussion* exercises will be posted for all students to read (i.e. they are not confidential).

Quizzes: 20% of your final mark

- There are 10 quizzes in total (i.e. one for each module).
- Each quiz is worth 2 marks in total.
- Quizzes are located at the end of each module and are marked automatically once completed by the student.
- Zero (0) marks will be issued if the quiz is late or not attempted.

Activities: no marks

- There are 23 activities in total for this course, spread throughout the modules.
 - Activities are not marked, and are confidential.
 - Students are encouraged to complete each activity since they are designed to broaden the student's learning experience.
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