

SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SAULT STE. MARIE, ON

COURSE OUTLINE

COURSE TITLE: MANAGEMENT AND HUMAN BEHAVIOUR

CODE NO.: LAS209

SEMESTER: THREE 90F

PROGRAM: LAW AND SECURITY ADMINISTRATION

AUTHOR: ART PLUSS

DATE: SEPTEMBER 19 90

PREVIOUS OUTLINE DATED: XXXXXXXX

APPROVED: ^ . QjT\A *f,S^J~ ^SAL£-2/M-
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MANAGEMENT AND HUMAN BEHAVIOUR

LAS2 09

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PHILOSOPHY/GOALS

This course will provide the student with an understanding of the principles and techniques which guide modern organizations. Students will be exposed to the human side of organizations. Students will examine how people react to certain stimuli in the work place and how supervisors, at all levels, react to the organization and the people in it.

STUDENT PERFORMANCE OBJECTIVES

Upon successful completion of this course the student will be able to

1. Define and discuss management versus leadership; the similarities and differences.
2. Define motivation and discuss the correlation between motivation and expected behaviour.
3. Outline and discuss methods of enhancing motivation through environmental change with particular regard to the philosophies of Berne, McGregor, Maslow, Herzberg and Drucker.
4. Define discipline, discuss its constructive purpose along with inherent side effects and outline basic steps for applying.
5. Discuss and outline the Decision Making Process and the effect of Group Dynamics
6. Discuss Time Management with an emphasis on Blanchard's approach as outlined in "The One Minute Manager".
7. Draw comparisons between the various styles of leadership and discuss the appropriate style in a given situation.

TOPICS TO BE COVERED

1. Organizational Structure
2. Motivation and Behaviour
3. Motivating the Environment
4. Developing Human Resources
5. Constructive Discipline
6. Time Management
7. Decision Making

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LEARNING ACTIVITIES

Upon successful completion of each unit the student will be able to:

Unit ONE - ORGANIZATIONAL STRUCTURE

- . define management
- . discuss formulation of goals and related strategies within an organization
- . distinguish between management and leadership; the similarities and differences
- . define three competencies of leadership
- . outline the management process
- . discuss interrelated sub-systems of an organization

UNIT TWO - MOTIVATION AND BEHAVIOUR

- . discuss behaviour as goal oriented
- . discuss behaviour when needs are not satisfied
- . differentiate between goal activity and goal directed activity and cyclical process
- . define Expectancy Theory
- . define and discuss Maslows Hierarchy of Needs

UNIT THREE - MOTIVATING THE ENVIRONMENT

- . discuss McGregors Theory X - Theory Y Approach to Behaviour
- . define and discuss Immaturity-Maturity Theory
- . outline and discuss Herzbergs Motivation Hygiene Theory
- . distinguish between the similarities and differences of Maslows Theory of Motivation to that of Herzbergs
- . define Transactional Analysis and be able to discuss a given situation identifying one or more of the ego states involved
- . discuss the negative and positive aspects of open, blocked and ulterior transactions as they relate to Transactional Analysis

UNIT FOUR - DEVELOPING HUMAN RESOURCES

- . discuss the correlation between the effective cycle where expectancy results in high performance to that of the ineffective cycle and its results and the dynamics of both
- . describe the Developmental Cycle for increasing effectiveness, using Druckers Theory of Management by Objectives as one example

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- . graphically depict the appropriate leadership style (e.g. High Task - Low Relationship) for a given task
- . discuss Behaviour Modification through the use of positive reinforcement, individualized reinforcement, scheduled reinforcement and consistency in reinforcement.

UNIT FIVE - CONSTRUCTIVE DISCIPLINE

- . define discipline
- . state the purpose of constructive discipline
- . discuss the side effects of discipline relative to residual effect, radiating effect and avoidance
- . outline the six steps for properly applied discipline
- . discuss the Progression of Discipline Theory
- . discuss format for conducting an Informal Discipline Interview

UNIT SIX - TIME MANAGEMENT

- . differentiate between short term versus long term goals
- . detail and discuss time management priority list
- . describe the attributes for good One Minute Goal setting
- . discuss One Minute Praising, One Minute Reprimand, One Minute Apology

UNIT SEVEN - DECISION MAKING

- . define Decision
- . state two types of decisions
- . discuss the decision making process detailing each of the seven steps involved
- . define synergistics and discuss the dynamics of group input (brain storming, green lighting) relative to the decision making process

REQUIRED STUDENT RESOURCES

Hersey, Blanchard, Management of Organizational Behaviour, Fifth Edition, New Jersey. Prentice-Hall. 1988

Blanchard, The One Minute Manager

Additional in class material

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EVALUATION

The student grade will be established by averaging the results of a mid-term test and essay with the results of a final test and essay. With the weighting being 35% and 65% respectively.

COLLEGE GRADING SYST

A+ = 90 - 100%

A = 80 - 89%

B = 70 - 79%

C = 60 - 69%

Below 60 = R (Repeat Course)