

SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SAULT STE. MARIE, ON

COURSE OUTLINE

COURSE TITLE: MANAGEMENT AND HUMAN BEHAVIOUR

CODE NO.: LAS209 SEMESTER: FOUR

PROGRAM: LAW AND SECURITY ADMINISTRATION

AUTHOR: ART PLUSS

DATE: JANUARY 1996

NEW:

REVISED: X

APPROVED:

4 **PTJ/Lt/ttA/J—**
 I-ru DeRosario, Dean
 School of Human Sciences and
 Teacher Education

DATE

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NOTE: Please do not discard this outline. It may be required by other educational institutions if you are attempting to obtain credit for this course.

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*

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*

- 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

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 SYSTEM

A+ = 90 - 100%

A = 80 - 89%

B = 70 - 79%

C = 60 - 69%

Below 60 = R (Repeat Course)