

**NEW ZEALAND INSTITUTES OF TECHNOLOGY AND POLYTECHNIC
QUALIFICATIONS IN INFORMATION & COMMUNICATIONS TECHNOLOGY**

PRESCRIPTION: SS600 SUPERVISORY SKILLS

AIM OF MODULE:	To enable students to understand the basic principles of people management and how to operate in a supervisory position in contemporary New Zealand.
CREDITS:	7
STUDENT LEARNING HOURS:	70
CONTENT REVISED:	2000
PRESCRIPTION EXPIRY DATE:	November 2013 (not currently offered by an ITP)

Level and Assessment Schedule

TOPICS	Highest Skill Level				Suggested Assessment Percentage
	R	C	A	P	
1. Roles and function of a supervisor		*			10
2. Planning and Control			*		25
3. Leadership			*		25
4. Motivation			*		25
5. Delegation			*		15
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LEARNING OUTCOMES

The student will:

- | | | |
|---|---|---|
| C | 1 | Understand the role and function of a supervisor. |
| A | 2 | Understand and demonstrate planning techniques and control methods. |
| A | 3 | Apply leadership styles. |
| A | 4 | Apply motivational theories. |
| A | 5 | Demonstrate the delegation process. |

CONTENT

1 ROLE AND FUNCTION OF A SUPERVISOR

- The concept of management.
- Why managers and organisations are needed.
- The organising process and its importance for organisations.
- Basic functions of managers and how these differ at different levels of management ie: top, middle and 1st line.
- Span of control and "tall" versus "flat" organisation structures.
- The difference between line and staff functions.
- What is meant by power, influence and authority.
- The sources of power in organisations.
- The need for and the concept of Change Management.

2 PLANNING TECHNIQUES

- Managerial planning and its importance.
- Various kinds of plans used at different levels.
- The link between planning and control and why control function is necessary. (refer to Management By Objectives as a useful linkage).
- The steps in the control process and the different types of control methods.

- The barriers to effective planning and how to overcome them.
- The steps in planning.
- The criteria for an effective objective and writing objectives relevant to the workplace.
- Using planning techniques.

3 LEADERSHIP STYLES

- The leadership process.
- The main theories relating to styles of leadership e.g. Tannenbaum & Schmidt continuum, Blake & Mouton managerial grid, Likert's Leadership Systems, Hersey & Blanchard Life Cycle, and the need for style flexibility.
- Using leadership styles.

4 MOTIVATIONAL THEORIES

- Definition of "motivation" and its relevance to managers.
- The main motivational theories e.g. Maslow's hierarchy of needs, Herzberg's two factor theory and job enrichment, McGregor Theory X & Y, Expectancy Theory, Skinner (Reinforcement) Theory, Equity Theory and the relevance of these to today's managers.
- The relationship of money and motivation.
- Using motivational theories.

5 DELEGATION PROCESS.

- What is meant by "delegation".
- The advantages of and barriers to delegation.
- Using delegation.

TEACHING/LEARNING METHODS

- Must include simulated planning process, role plays in leadership, motivation and delegation, case studies