



International Diploma in Supervisory Management

A program designed specifically to provide all staff, supervisors, foremen and managers with the training and skills need to effectively manage groups and individuals



This Program is for current and aspiring foremen, supervisors or managers; it provides a thorough, practical introduction to the techniques and skills needed to effectively manage subordinates, as individuals and in groups, so they work well and willingly as a team to achieve organisational objectives. The Program provides skills and knowledge which are easy to understand and put into practice; this training is ideal for people seeking successful careers in supervision, or who are aiming for promotion to higher supervisory posts, and for progress to higher studies.

Course Outline

Module 1 - The Human Resource

Financial and material resources
Why we use the term “human resource”
The meaning of “management” as an activity
What management involves
Levels of management
Why people work
Types of work
Employers and employees
Organizations
Why employers recruit employees
Types of employers:
government
non-government organizations:
businesses
professional organizations
non-profit making organizations
self-employed
business owners
Casual and permanent employment
Types of activities:
industrial
trading and distribution
service-providing
multi-activity
The interdependence of organizations
Products:
goods
services
Rates of pay:
time rates, piece rates, commission
Employment benefits:
paid holiday or leave
sickness benefit, maternity leave
pensions
other benefits
Working conditions

Module 2 - Planning and Organising Work

The modern workforce:
why employers need employees
encouraging employees to work well and willingly

Training of employees:
its importance
what and how work is to be performed
types of training

Organising:
when and where work is to be performed

The "team" - practical example:
the players, the captain, the team manager

The work team or workgroup:
the "goal", the "target"

The supervisor:
as part of the team
as leader of the group

The manager:
what distinguishes a manager
leadership:
what it involves
twofold duties of managers

Planning:
practical example
plans as routes to objectives
what a manager's plans must cover
activity planning
adaptable planning

Forecasting:
what it involves, its relationship to planning

Organising:
work to be performed
the work place
tools
materials
utilities

The work environment:
health and safety

Planning and organising:
everything in the right places at the right times

Co-ordination of efforts:
directing towards a common objective

Styles of leadership and management

Module 3 - Supervision and Control of Workgroups

Motivation:

its importance

individuals and motivations:

common motivations

goals and expectations

extrinsic motivation

intrinsic motivation

Job satisfaction:

factors which contribute to a good "work climate"

Motivating individuals and the group

Motivation by the supervisor:

leadership

setting good examples

interest in subordinates

being understanding

fairness and honesty, being unbiased and impartial

giving praise and encouragement

Building a good working relationship:

being approachable

dealing with subordinates' mistakes

developing a good "working spirit"

Developing commitment

Records: what they are and why they are needed

Control

Standards: what they are, why they are set, types of standards

Records of performance: why they are maintained

Spans of control: factors involved

Module 4 - Responsibilities of Management

The meaning of responsibility

in everyday life and in management

Responsibility and rewards:

seniority and increased responsibilities

seniority and greater "rewards"

The meaning of authority:

its relationship with responsibility:

practical examples

Responsibilities towards the employing organization:

for subordinates

for customer-satisfaction:

practical examples

for security and confidentiality

for improvements

for harmonious management/employee relations

protection of assets

achieving profits

Responsibilities towards subordinates:
for fair, honest and equal treatment
for organising, allocating and arranging workloads
for good working conditions
for safety and health:
accident prevention:
environmental factors, work and job factors
for training and promotion
Responsibilities towards the community:
providing what citizens need
employment opportunities
avoiding dangers, hazards and inconvenience
conservation
avoiding industrial disputes
Companies:
shareholders
the board of directors:
composition, duties and responsibilities
the managing director: dual role
executive directors
non-executive directors
The meaning of accountability

Module 5 - Delegation of Responsibility

The meaning of delegation:
authority and answerability
Why the need for delegation arises
Factors which affect the need for delegation
The first stages in delegation:
what can be delegated
seeking the right people:
internal promotion
external recruitment
maintaining "managerial control"
Delegating in the right way:
teaching and training
allocation of work
how much responsibility to delegate
increasing responsibility
Mistakes to avoid in delegating
Monitoring performance
Benefits arising from delegation
Decision-making by subordinates:
advantages in teaching them more
Decision-making by managers and supervisors:
the need for self-confidence
the decision-making process
implementing the decision
Using initiative

Module 6 - How Businesses are Organised

The background

Division or specialisation of labour:

how it came about

what is involved

advantages

Specialisation and delegation:

practical example

How businesses expand:

the development of workgroups, sections, departments:

practical example

branches of businesses

Workgroups and team building:

factors which influence group behaviour:

group "norms"

actions by supervisors to build cohesive workgroups:

Organisational structures:

how responsibility is delegated "downwards"

Types of organisational structure:

line organisation:

simple and direct

functional organisation:

the types of work performed

problems with control

line & staff organisation:

line managers and staff managers

advantages

Organisation charts:

purposes and uses

types with illustrations:

vertical, horizontal, circular

benefits from the use of good organisation charts

problems to avoid:

changing circumstances

the need for regular updating

Module 7 - Communication and Communication Skills

The need for communication in the workplace:

spoken, written and visual

Definition of communication

Messages

The parties to a communication

Ensuring the "same meaning"

Encouraging two-way communication

The purpose of communication:

increasing knowledge or understanding

influencing or changing attitudes

instigating action or influencing behaviour

Communication and motivation:
training
objectives and end results
attainable standards
ideal or strict standards
Benefits of good communication
Lines of communication
Effective communication by supervisors and managers
Dangers of the “grapevine”
Interpreting messages:
considerations of language and education
Implementation of policy in practice
Vertical communication:
the need for a two-way flow:
downwards from management to workers
upwards from the shopfloor to management
the need for feedback:
what is involved
care in dealing with responses
Horizontal communication:
sideways flow of information
what it should not involve
Selecting the best method of communication:
possible channels available
factors which may influence selection:
urgency, priority, distances, locations of parties
Oral communication:
its ability to be adapted, stressed, pronounced clearly
allowing for immediate responses
following up oral messages in writing
Unspoken communication, “signals” and body language
Improving communication skills:
listening, interpreting body language, clarity and conciseness,
friendliness, confidence, empathy, open-mindedness,
respect, feedback, selecting the right channel
Overcoming barriers to effective communication caused by:
time restraints, distractions, noise, gender, biases
factors which impact negatively on communications:
poor content, poor process, poor context
The principles of effective communication

Module 8 - Recruitment and Selection of Personnel

Scope of human resource (HR) activities:

the role of the HR department

involvement of all managers, supervisors and foremen
in HR functions

Recruitment of personnel:

how job vacancies arise

internal recruitment:

what it involves

advantages of a policy of internal promotion

problems to avoid

preparing employees for promotion

external recruitment:

possible sources of new employees

policy of internal and external recruitment:

ensuring fairness and equality for all candidates

job analysis:

what it ascertains

job descriptions:

details about jobs

employee specifications:

personal attributes and qualities required

Attracting suitable applicants

Employment application forms

attachments to application forms:

the CV or resumé

Selection:

roles of junior managers and supervisors

sorting applications

employment interviews:

aims and importance

preparation and planning

panels and boards

conducting for best results

treatment of candidates

encouraging candidates to give information

selection tests

Appointment and engagement:

letters of appointment

terms and conditions of employment

Trial or probationary periods:

what they entail

benefits to employer and new employees

Dealing with unsuccessful candidates

Module 9 - Induction, Training & Employee Development

Co-operation between managers and the HR department

Induction:

purpose and objective

what might be involved

planning a good induction program:

introductions

importance of "first impressions"

environmental induction

the workgroup:

introductions to existing members

problems to avoid caused by jealousy, resentment, etc

job induction:

settling in

the "guide" system

group induction

Follow-up and establishing good relations

HR department monitoring:

reports from managers, supervisors or foremen

Training and employee development:

advantages of training personnel

on-the-job training

methods of training:

craft, activity and professional training

ongoing training

methods of training:

demonstrations

skill practice

lectures and talks

discussions

tutorials

case studies

role-playing exercises

in-tray exercises

audiovisual aids

training undertaken independently

employer sponsored training

Health and safety in the workplace training:

essential training for all personnel:

hazards and dangers to avoid

fire precautions and fire drills

training for newcomers, part-time workers

refresher training and establishing "safety consciousness"

Module 10 - Employee Counselling, Equal Opportunities

Disciplinary action:

why the necessity for it might arise
minor infractions and serious misdemeanours
stages which might be necessary
steps which can be taken to reduce incidences

Employee counselling:

causes of work-related problems
what is involved; a two-way exchange
the approach
the attitude to take
joint problem solving
benefits which can arise

Dealing with inter-personnel problems

Equal opportunities:

what is involved
anti-discrimination
difficulties involved
legislation against discrimination
equal opportunities policies:

what they aim to ensure

handicapped workers:

allocating suitable jobs
providing facilities

Dealing with bullying in the workplace

Tackling harassment in the workplace

Workplace stress:

morale, distress, anxiety, depression
causes of harmful stress in workplaces

Time management:

the goals of time management
practical tips for improving time management

Flexible working hours

Representatives of Employees

Trade unions:

advantages and disadvantages claimed for union "recognition"

activities of trade unions

shop stewards

supervisors in unionised workplaces

collective bargaining

Staff associations:

how they differ from trade unions

aims and purposes

who might become members

Impartiality

Module 11 - Job Grading, Promotion, Job Redesign

Job satisfaction:

factors which contributes to satisfaction at work:

types of "rewards"

prospects for promotion

job security

opportunities to use abilities and skills

relations with colleagues and seniors

The "worth" of jobs:

diversity of jobs:

differences between seemingly similar jobs

Job evaluation:

the reasons why it is performed

information it seeks to ascertain

the place of job analysis

features of jobs necessary

Work study to determine the "worth" of jobs

Job grading:

reasons for grading jobs

what is involved

the results

Job ranking:

reasons why jobs need to be ranked

what is involved

the results

Job rating:

reasons why it may be necessary

Promotion:

the meaning of promotion

two aspects which affect supervisors and managers

vertical and lateral promotion

its "dual" interest to managers, supervisors and foremen

different reason why people seek promotion

the need for impartiality in promotion

reports and recommendations from seniors on those seeking promotion

the role of the HR department:

checking "employment records"

assessing suitability for promotion

appeals by employees not recommended for promotion:

finding out the reasons why

discussions with seniors

Job rating:

reasons why it may be necessary

Promotion:

the meaning of promotion

two aspects which affect supervisors and managers

vertical and lateral promotion

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reports and recommendations from seniors on those seeking promotion
the role of the HR department:
checking "employment records"
assessing suitability for promotion
appeals by employees not recommended for promotion:
finding out the reasons why
discussions with seniors
management/supervisory training
training for newly recruited managers, supervisors and foremen
refresher programmes
Job design and redesign:
factors involved
specialisation and discretion dimensions
job rotation:
what is involved
possible benefits
problems which can arise
job enlargement:
what is involved - "horizontal" expansion of tasks
possible benefits and dangers
job enrichment:
the aims
what is involved
short-term and long-term effects
Promotion to managerial posts:
steps to take to prepare for promotion

Module 12 - Supervisory Management in Practice

Coping with the change in status on appointment as supervisor:
establishing position as "leader"
adapting to new authority, responsibilities and duties:
team building, planning, organising, controlling,
problem-solving, training, performance standards,
performance appraisal, motivating, decision-making
'Hire and fire' authority
Budget authority
Stages in problem solving and decision-making
Exercising authority:
the 5-step method:
full and clear instructions
approachability
taking rapid action
encouraging reports
dealing with crises
Promotion of a work-colleague
Departing subordinates:
attitude to take
recommendations or references
resignations:
avoidable resignations
unavoidable resignations

exit interviews:
trying to ascertain reasons for leaving
avoiding loss of good workers
recommendations by supervisors to management
unintended resignations:
why they are tendered
action which can result
dismissal:
reasons why it might become necessary
stages and rules to be followed
the period of "notice"
payment in lieu of notice
retirement:
retirement ages
pensions:
State and occupational pensions
the person retiring:
planning and counselling for retirement

