# ILLINOIS VALLEY COMMUNITY COLLEGE

## COURSE OUTLINE

**DIVISION: Natural Sciences and Business**

**COURSE: MGT 2220 Principles of Supervision**

Date: Spring 2023

Credit Hours:     3

*Complete all that apply or mark "None" where appropriate:*
        Prerequisite(s): MGT 2010 or consent of instructor

        Enrollment by assessment or other measure? ☐ Yes ☒ No
        If yes, please describe:

        Corequisite(s): None

        Pre- or Corequiste(s): None

        Consent of Instructor: ☐ Yes ☒ No

Delivery Method:     ☒ **Lecture**      3 **Contact Hours** (1 contact = 1 credit hour)
                     ☐ **Seminar**      0 **Contact Hours** (1 contact = 1 credit hour)
                     ☐ **Lab**          0 **Contact Hours** (2-3 contact = 1 credit hour)
                     ☐ **Clinical**     0 **Contact Hours** (3 contact = 1 credit hour)

Offered: ☐ **Fall**     ☒ **Spring**     ☐ **Summer**

**CATALOG DESCRIPTION and IAI NUMBER (if applicable):**
A practical introduction to first-line supervision. Emphasis will be given to the topics of leadership, organization, selection and evaluation of employees, safety, and employee motivation.

**ACCREDITATION STATEMENTS AND COURSE NOTES:**
None

**COURSE TOPICS AND CONTENT REQUIREMENTS:**
Leadership
Groups
Teams
Social Responsibility and Ethics
Organizing
Problem Solving
Motivation
Conflict Management
Human Resources

**INSTRUCTIONAL METHODS:**
Lecture
Discussion
Group Projects
Simulations

**EVALUATION OF STUDENT ACHIEVEMENT:**
Tests
Homework
Quizzes
Attendance
Participation

**INSTRUCTIONAL MATERIALS:**
**Textbooks:**
Supervision: Concepts and Skill-Building, Certo Samuel

**Resources**
Wall Street Journal
Kiplinger's Magazine
Business Week
Forbes
Barron's
Textbook Web Page
Home Library (Magazines/Books)

**LEARNING OUTCOMES AND GOALS:**
**Institutional Learning Outcomes**
☐ 1) Communication – to communicate effectively;
☒ 2) Inquiry – to apply critical, logical, creative, aesthetic, or quantitative analytical reasoning to formulate a judgement or conclusion;
☐ 3) Social Consciousness – to understand what it means to be a socially conscious person, locally and globally;
☐ 4) Responsibility – to recognize how personal choices affect self and society.

**Course Outcomes and Competencies**

Supervision: Tradition and Contemporary trends
1. Define what a supervisor is.
2. Summarize research findings that have led to basic ideas of what managers should do.
3. Describe the basic types of supervisory skills.
4. Describe how the growing diversity of the workforce affects the supervisor's role.
5. Identify the general functions of a supervisor.
6. Explain how supervisors are responsible to higher management, employees, and co-workers.
7. Describe the typical background of someone who is promoted to supervisor.
8. Identify characteristics of a successful supervisor.

THE SUPERVISOR AS LEADER
1. Discuss the possible link between personal traits and leadership ability.
2. Explain democratic vs. authoritarian leadership.
3. Explain major leadership theories.
4. Identify criteria for choosing a leadership style.
5. Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.

GROUPS, TEAMS, AND POWERFUL MEETINGS
1. Explain why people join groups.
2. Distinguish types of groups that exist in the workplace.
3. Discuss how supervisors can get groups to cooperate with them.
4. Describe characteristics of groups in the workplace.
5. Identify the stages that teams pass through as they develop.
6. Explain why teamwork is important.
7. Describe how the supervisor can lead a team so that it is productive.
8. Discuss how to plan for effective meetings.
9. Provide guidelines for conducting effective meetings.

Corporate Social Responsibility, Ethics, and Sustainability
1. Define corporate social responsibility and the tenets of the Davis model.
2. Define ethics, and explain how organizations specify standards for ethical behavior.
3. Identify benefits of ethical behavior and challenges that make ethical behavior more difficult in the modern workplace.
4. Discuss the impact of cultural differences on ethical issues.
5. Describe major types of ethical behavior that supervisors should practice.
6. Outline ways to make ethical decisions.
7. Provide guidelines for supervising unethical employees.
8. Define whistle-blowers, and describe how the supervisor should treat such employees.
9. Describe how supervisors can contribute to achieving sustainability.

Managing Diversity
1. Define diversity.

2. Discuss how the U.S. workforce is changing and its impact on the supervisor.
3. Differentiate among prejudice, discrimination, and stereotypes in the workplace.
4. Explain how sexism and ageism are barriers to diversity and how supervisors can be more aware of them.
5. Discuss how and why employers must accommodate employees' disabilities.
6. Describe some ways to communicate more effectively in the diverse workplace.
7. Describe the goals of diversity training.
8. List the most important recent legislation affecting diversity and its provisions.

Reaching Goals: Plans and Controls
1. Describe types of planning that take place in organizations.
2. Identify characteristics of effective objectives.
3. Define management by objectives (MBO) and discuss its use.
4. Discuss the supervisor's role in the planning process.
5. Explain the purpose of using controls.
6. Identify the steps in the control process.
7. Describe types of control and tools for controlling.
8. List characteristics of effective controls.

Organizing and Authority
1. Describe organization charts.
2. Identify basic ways in which organizations are structured.
3. Discuss the value of job descriptions.
4. Distinguish between line and staff authority and between centralized and decentralized authority.
5. Compare and contrast authority, power, responsibility, and accountability.
6. Identify the steps in the process of organizing.
7. Describe four principles of organizing.
8. Discuss why and how supervisors delegate.
9. Identify causes of reluctance to delegate.

Problem Solving, Decision Making, and Creativity
1. Identify the steps in the rational model of decision making.
2. Discuss ways people make compromises in following the decision-making model.
3. Describe guidelines for making decisions.
4. Explain how probability theory, decision trees, and computer software can help in making decisions.
5. Discuss advantages and disadvantages of making decisions in groups.
6. Describe guidelines for group decision making.
7. Describe guidelines for thinking creatively.
8. Discuss how supervisors can establish and maintain a creative work climate.
9. Identify ways to overcome barriers to creativity.

Ensuring High Quality and Productivity
1. Describe the consequences suffered by organizations as a result of poor-quality work.
2. Compare product quality control and process control.
3. Summarize techniques for quality control.

4. Identify ways organizations measure their success in continuous quality improvement.
5. Identify constraints on productivity.
6. Describe how productivity and productivity improvements are measures.
7. Identify ways productivity may be improved.
8. Explain why employees have fears about productivity improvement and how supervisors can address those fears.

Communication: Theory and Modern Media
1. Describe the process of communication.
2. Distinguish between hearing and listening.
3. Describe techniques for communicating effectively.
4. Identify barriers to communication and suggest ways to avoid them.
5. Distinguish between verbal and nonverbal messages, and name types of verbal messages.
6. Identify the directions in which communication can flow in an organization.
7. Distinguish between formal and informal communication in an organization.
8. Describe the role of the grapevine in organizations.

Motivating Employees
1. Identify the relationship between motivation and performance.
2. Describe content theories of motivation.
3. Describe process theories of motivation.
4. Explain when financial incentives are likely to motivate employees.
5. Describe pay plans using financial incentives.
6. Discuss the pros and cons of keeping pay information secret.
7. Identify ways supervisors can motivate their employees.

Employee Challenges: Counseling and Discipline
1. Identify common types of problem behavior among employees.
2. Explain why and when supervisors should counsel employees.
3. Describe counseling techniques.
4. Discuss effective ways of administering discipline.
5. Describe the principles of positive discipline and self-discipline.
6. Explain how supervisors can detect and confront troubled employees.
7. Specify how supervisors can direct troubled employees in getting help and then follow up on the recovery efforts.
8. Discuss the role of the supervisor's manager and the human resources department in helping the supervisor with employee challenges.

Managing Time and Stress
1. Discuss how supervisors can evaluate their use of time.
2. Describe ways to plan the use of time.
3. Identify some time wasters and how to control them.
4. List factors that contribute to stress among employees.
5. Summarize consequences of stress.
6. Explain how supervisors can manage their own stress.

7. Identify ways organizations, including supervisors, can help employees manage stress.

MANAGING CONFLICT, CHANGE, AND POLITICS
1. List positive and negative aspects of conflict.
2. Define types of conflict.
3. Describe strategies for managing conflict.
4. Explain how supervisors can initiate conflict resolution, respond to a conflict, and mediate conflict resolution.
5. Identify sources of change and explain why employees and supervisors resist it.
6. Discuss how supervisors can overcome resistance and implement change.
7. Describe the types of power supervisors can have.
8. Identify common strategies for organizational politics.

Selecting Employees
1. Discuss common roles for supervisors in the selection process.
2. Distinguish between job descriptions and job specifications, and explain how they help in selecting employees.
3. List possible sources of employees.
4. Identify the steps in the selection process.
5. Discuss how a supervisor should go about interviewing candidates for a job.
6. Define types of employment tests.
7. Summarize the requirements of antidiscrimination laws.
8. Explain how hiring decisions are affected by the Americans with Disabilities Act (ADA).
9. Describe the requirements of the Immigration Reform and Control Act (IRCA) of 1986.

Providing Orientation and Training
1. Summarize reasons for conducting an orientation for new employees.
2. Discuss how a supervisor and the human resources department can work together to conduct an orientation.
3. Identify methods for conducting an orientation.
4. Describe the training cycle.
5. Explain how supervisors can decide when employees need training.
6. Define major types of training.
7. Describe how a supervisor can use coaching and mentoring to support training.
8. Discuss how a supervisor can evaluate the effectiveness of training.

Appraising Performance
1. Summarize the benefits of conducting performance appraisals.
2. Identify the steps in appraising performance systematically.
3. Discuss guidelines for avoiding discrimination in performance appraisals.
4. Compare types of appraisals.
5. Describe sources of bias in appraising performance.
6. Explain the purpose of conducting performance appraisal interviews.
7. Tell how supervisors should prepare for a performance appraisal interview.
8. Describe guidelines for conducting the interview.