



# Wayne County Community College District

## COURSE SYLLABUS

### BUS 210 Supervision

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**CREDIT HOURS:** 3.00

**CONTACT HOURS:** 45.00

**COURSE DESCRIPTION:** In this course students will learn to identify the five supervisory roles of a leader: influencing people, communicating effectively, supervising work, coaching, and managing through conflict. A supervisor's job is constantly affected by technological changes, a more competitive marketplace, and corporate restructuring and workflow redesign. Supervisors need to understand the traditional elements of directing the work of others and the specific skills required to do so: goal setting, budgeting, scheduling, delegating, interviewing, negotiating, handling grievances, guiding employees, and evaluating employee performance. Effective supervisory performance depends on a blend of skills, knowledge, attitudes and behaviors coupled with relevant experience.

**PREREQUISITES:** BUS 150

#### **EXPECTED COMPETENCIES:**

*Upon completion of this course, the student will be familiar with:*

- Define the role of supervisor and describe supervisory challenges
  - Explain the difference among supervisors, middle managers and top management
  - Define supervisory
  - Identify four functions in the management process
  - Describe the four essential supervisory competencies
  - Identify the elements that are necessary to be successful as a supervisor
  - Explain how globalization affects supervisors
  - Describe how technology is changing the supervisor's role
  - Explain the concept of e-business and e-commerce
  - Identify the significant changes that have occurred in the compositions of the workforce
  - Explain why corporations downsize
  - Understand the concept of continuous improvement and identify it's goals
  - Describe ethics
- Learn and understand the planning, organizing, controlling and decision-making processes
  - Define productivity, organizing, the control process,
  - Describe how plans should link from the top to the bottom of an organization
  - Identify what is meant by the terms benchmarking, ISO 9000 series and six sigma
  - Contract policies and rules
  - Describe the Gantt chart
  - Explain the information needed to create a PERT chart
  - Describe the four ingredients common to goal setting programs.
  - Describe why work specialization should increase economic efficiency
  - Explain how span of control affects an organizations structure.
  - Contrast line and staff authority
  - Explain why organizations are becoming increasingly decentralized
  - Describe how flatter organizational structures can be beneficial to the organization



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- Explain the concept of a learning organization and how it influences organization design and supervisors
  - Discuss the value of job descriptions
  - Identify the four-step process of delegation.
  - Describe the human resource management process
  - Discuss the influence of government regulations on human resource decisions
  - Contrast recruitment and downsizing options
  - Explain the important of validity and reliability in selection
  - Describe the selection devices that work best with various kinds of jobs
  - Identify training methods
  - Describe the goals of compensation administration and factors that affect wage structures.
  - Explain what is meant by the terms sexual harassment and lay-off survivor sickness.
  - Contrast two types of corrective action
  - Explain how supervisors can reduce costs
  - List the characteristics of an effective control system
  - Explain what is meant by the term just-in-time inventory systems
  - Describe what is meant by the term value chain management
  - Identify the ethical dilemmas in employee monitoring
  - Explain what is meant by employee theft and its effect on the organization.
  - List the seven steps in the decision making process
  - Describe expected value analysis
  - Explain the four types of decision styles
  - Identify and explain the common decision making errors
  - Describe the two types of decision problems and the two types of decision that are used to solve them
  - Compare and contrast group decision making and individual decision making
  - List and describe three techniques for improving group decision making
  - Understand motivating, leading, communicating and developing groups
    - Define motivation
    - Identify and define five personality characteristics relevant to understanding the behaviors of employees at work.
    - Explain the elements and the focus of the three early theories of motivation
    - Identify the characteristics that stimulate the achievement drive in high achievers
    - Identify the three relationships in expectancy theory that determine an individual's level of effort
    - List actions a supervisors can take to maximize employee motivation
    - Describe how supervisors can design individual jobs to maximize employee performance
    - Explain the effect of workforce diversity on motivating employees.
    - Define leaderships and describe the difference between a leader and a supervisor
    - Identify the traits that may help you become a successful leader
    - Define charisma and its key components
    - Describe the skills of a visionary leader
    - Differentiate between task-centered and people centered leadership behaviors
    - Identify and describe three types of participative leadership styles
    - Explain situational leadership.
    - Describe situations in which leadership is irrelevant.
    - Define communication and the communication process
    - Contrast formal and informal communication
    - Explain how electronic communication affects the supervisor's job
    - List barriers to effective communication



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- Describe techniques for overcoming communication barriers
- Explain the behaviors necessary for providing effective feedback.
- Contrast a group and a team
- Define norms
- Explain the relationship between cohesiveness and group productivity
- Describe who is likely to become an emergent leader in an informal group
- Explain what a supervisor can do when group norms are hindering department performance
- Identify three categories of teams
- List characteristics of real teams
- List actions a supervisor can take to improve team performance
- Describe the role of teams in continuous improvement programs.
- Understand appraisal, safety, negotiation, change and labor relations
  - Describe the three purposes of performance appraisals
  - Differentiate formal and informal performance appraisals
  - Describe key legal concerns in performance appraisals
  - Identify the three most popular sets of criteria that supervisors appraise
  - Contrast absolute and relative standards
  - List human errors that can distort performance appraisal ratings
  - Describe what is meant by the term 360-degree appraisal
  - Describe the purpose of employee counseling
  - Discuss the supervisory effects of the occupational safety and health act
  - List the enforcement priorities of the occupational safety and health administration.
  - Explain what punitive action osha can impose on an organization
  - Describe what supervisors must do to comply with osha record-keeping requirements
  - Describe the leading cause of safety and health accidents
  - Explain what supervisors can do to prevent workplace violence
  - Define stress
  - Explain how a supervisor can create a healthy work site.
  - Describe the purposes of employee assistance and wellness programs.
  - Define conflict
  - Identify the three general sources of conflict
  - List the five basic techniques for resolving conflict
  - Describe how a supervisor could stimulate conflict
  - Define politicking
  - Explain the existence of politics in organizations
  - Define discipline and the four most common types of discipline problems
  - List the typical steps in progressive discipline
  - Contrast distributive and integrative bargaining
  - Describe the traditional and contemporary views of change
  - Explain why employees resist change
  - Identify ways that supervisors can reduce resistance to change
  - List the steps a supervisor can use in changing negative employee attitudes
  - Differentiate between creativity and innovation
  - Explain how supervisors can stimulate innovation
  - Define union
  - Discuss the effect of Wagner and Taft-Hartley acts had on labor-management relations
  - Describe the union-organizing process
  - Describe the components of collective bargaining
  - Identify the steps in the collective bargaining process
  - Explain the various types of union security arrangements



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- Describe the role of a grievance procedure in collective bargaining
- Identify the various impasses resolution techniques.

#### **ASSESSMENT METHODS:**

Student performance may be assessed by examination, quizzes, case studies, oral conversation, group discussion, oral presentations. The instructor reserves the option to employ one or more of these assessment methods during the course.

#### **GRADING SCALE:**

90%-100%	=	A
80%-89.9%	=	B
70%-79.9%	=	C
60%-69.9%	=	D
<60%	=	E