

## Supervision (BMGT 1301)



**Credit:** 3 semester credit hours (3 hours lecture, 0 hours lab)

**Prerequisite/Co-requisite:** None

### Course Description

The role of the supervisor. Includes managerial functions as applied to leadership, counseling, motivation, and human relations skills.

### Required Textbook and Materials

1. *MGMT*<sup>2</sup>. Chuck McWilliams; 2<sup>nd</sup> Edition; Cengage Learning; 2009.
  - a. ISBN number is 032478912X

### Course Objectives (with applicable SCANS skills after each)

Upon completion of this course, the student will be able to:

1. Explain the role, characteristics, and skills of a supervisor. (SCANS: F1, F4, F5, F10, F16, C1, C2, C3, C4, C6, C8, C10, C13, C17)
2. Identify the principles of management at the supervisory level. (SCANS: F5, F16, C1, F3, C4, C6, C8, C9, C10, C13, C15, C17)
3. Identify and discuss the human relations skills necessary for supervision. (SCANS: F5, F8, F9, F10, C1, C4, C6, C8, C10, C12, C13)
4. Explain motivational techniques. (SCANS: F5, F8, F10, F11, F13, F16, C2, C4, C5, C9, C10, C13)
5. Cite examples of how motivational techniques can be used by a supervisor in a working environment. (SCANS: F2, F4, F5, F6, F7, F8, F9, F11, F13, F15, C1, C2, C4, C5, C6, C9, C10, C11, C12, C13, C14, C15, C16, C17, C19)

### SCANS Skills and Competencies

Beginning in the late 1980's, the U.S. Department of Labor Secretary's Commission on Achieving Necessary Skills (SCANS) conducted extensive research and interviews with business owners, union leaders, supervisors, and laborers in a wide variety of work settings to determine what knowledge workers needed in order to perform well on a job. In 1991 the Commission announced its findings in *What Work Requires in Schools*. In its research, the Commission determined that "workplace know-how" consists of two elements: foundation skills and workplace competencies.

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**Course Outline**

1. Introduction to Management
  - a. Management
    - i. Management Functions
    - ii. Kinds of Managers
    - iii. Management Roles
    - iv. Management Traits
    - v. Mistakes Managers Make
    - vi. Why Management Matters
  - b. History of Management
    - i. Origins of Management
    - ii. Scientific Management
    - iii. Bureaucratic Management
    - iv. Administrative Management
    - v. Human Relations Management
    - vi. Operations Management
    - vii. Information Management
    - viii. Systems Management
    - ix. Contingency Management
  - c. Organizational Environments and Culture
    - i. External Environments
      1. General Environment
      2. Specific Environment
      3. Changing Environments
    - ii. Internal Environments
      1. Organizational Cultures
  - d. Ethics and Social Responsibility
    - i. Ethical Decision Making
      1. Influences on Ethical Decision Making
      2. Practical Steps to Ethical Decision Making
    - ii. Social Responsibility
      1. Demands for Social Responsibility
      2. Social Responsibility and Economic Performance
2. Planning
  - a. Planning and Decision Making
    - i. Planning
      1. Benefits and Pitfalls of Planning
      2. Making Plans that Work
      3. Planning From Top to Bottom
    - ii. Rational Decision Making
      1. Steps and Limits to Rational Decision Making
      2. Using Groups to Improve Decision Making
  - b. Organizational Strategy
    - i. Sustainable Competitive Advantage
    - ii. Strategy Making Process
    - iii. Corporate Level Strategies
    - iv. Industry Level Strategies
    - v. Firm Level Strategies
  - c. Innovation and Change
    - i. Why Innovation Matters
    - ii. Managing Innovation
    - iii. The Risk of Not Changing
    - iv. Managing Change
  - d. Global Management
    - i. The Impact of Global Business
    - ii. Trade Rules and Trade Agreements
    - iii. Forms of Global Business
    - iv. Finding the Best Business Climate
    - v. Becoming Aware of Cultural Differences
    - vi. International Assignments
3. Organizing
  - a. Designing Adaptive Organizations
    - i. Departmentalization
    - ii. Organizational Authority
    - iii. Job Design
    - iv. Job Specialization
    - v. Job Rotation, Enlargement and Enrichment
  - b. Managing Teams

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- i. The Good and Bad of Using Teams
    - ii. Stages of Team Development
    - iii. Enhancing Work Team Effectiveness
    - iv. Team Goals and Priorities
    - v. Team Compensation and Recognition
  - c. Managing Human Resource Systems
    - i. Employment Legislation
    - ii. Finding Qualified Workers
      - 1. Recruiting
      - 2. Selection
    - iii. Developing Qualified Workers
      - 1. Training
      - 2. Performance Appraisal
    - iv. Keeping Qualified Workers
      - 1. Compensation
      - 2. Employee Separation
  - d. Managing Individuals and a Diverse Workforce
    - i. Diversity and Why it Matters
      - 1. Affirmative Action
      - 2. Diversity Makes Good Business Sense
    - ii. Diversity and Individual Differences
    - iii. Managing Diversity
- 4. Leading
  - a. Motivation
    - i. Basics of Motivation
      - 1. Effort and Performance
      - 2. Need Satisfaction
      - 3. Extrinsic and Intrinsic Rewards
    - ii. How Perceptions and Expectations Affect Motivation
      - 1. Equity Theory
      - 2. Expectancy Theory
    - iii. How Rewards and Goals Affect Motivation
  - 1. Reinforcement Theory
      - 2. Goal Setting Theory
    - b. Leadership
      - i. What is Leadership
        - 1. Leaders vs Managers
        - 2. Leadership Traits
        - 3. Leadership Behaviors
      - ii. Situational Approaches to Leadership
        - 1. Contingency Theory
        - 2. Goal Theory
        - 3. Decision Theory
      - iii. Strategic Leadership
        - 1. Charismatic Leadership
        - 2. Transformational Leadership
    - c. Managing Communication
      - i. Perception and Communication Problems
      - ii. Kinds of Communication
      - iii. Improving Communication
      - iv. Organizational Wide Communication
- 5. Controlling
  - a. Control
    - i. The Control Process
    - ii. Control Methods
    - iii. What to Control
      - 1. Financial
      - 2. Customers
      - 3. Quality
      - 4. Innovation
  - b. Managing Information
    - i. Strategic Importance of Information
    - ii. Characteristics and Costs of Useful Information
    - iii. Capturing, Processing, and Protecting Information
    - iv. Assessing and Sharing Information
  - c. Managing Service and Manufacturing Operations
    - i. Productivity
    - ii. Quality

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- iii. Service Operations
- iv. Manufacturing Operations
- v. Inventory

**Grade Scale**

90 – 100	A
80 – 89	B
70 – 79	C
60 – 69	D
0 – 59	F

**Course Evaluation**

Final grades will be calculated according to the following criteria:

- 1. Mid Term Exam 40%
- 2. Final Exam 40%
- 3. BlackBoard Application Assignments 20%

**Course Requirements**

- 1. Weekly access to BlackBoard via Internet.
- 2. Preparation of Management Research Project.
- 3. Presentation of Management Research Project.
- 4. Self SWOT Analysis.
- 5. Development of Recruitment Ad.
- 6. Participation in BlackBoard Discussion Board.
- 7. Weekly Reading Assignment.

**Course Policies**

- 1. A grade of ‘C’ or better must be earned in this course for credit toward degree requirement.
- 2. Proper classroom decorum must be maintained at all times.
- 3. No DISRUPTIONS will be tolerated and in this classroom, we will respect one another’s right to learn.
- 4. No food, drinks, or use of tobacco products in class.
- 5. Cell phones, headphones, and any other electronic devices must be turned off while in class.
- 6. Do not bring children to class.
- 7. Do not walk out of class early without talking to me before the class begins.

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8. Academic Dishonesty will be dealt with most strictly - An automatic F for the semester, plus a report will be filed.
9. On exam day, all desks **MUST** be clear except for exam materials. All purses, backpacks, notebooks, etc. should be stored under the desks - including **CELL PHONES**.
10. No late assignments will be accepted.
11. Makeup exams will not be given, unless arranged for in advance. If you miss an exam (including the final) for any reason, without making arrangements with me prior to the exam, you will receive a zero on that exam.
12. Exams (including the final) will begin on time. If you are more than 5 minutes late for the exam, you will not be allowed to take it.
13. If you wish to drop a course, the student is responsible for initiating and completing the drop process. If you stop coming to class and fail to drop the course, you will earn an 'F' in the course.
14. Attendance is expected and required.
15. Additional class policies as defined by the individual course instructor.

### **Disabilities Statement**

The Americans with Disabilities Act of 1992 and Section 504 of the Rehabilitation Act of 1973 are federal anti-discrimination statutes that provide comprehensive civil rights for persons with disabilities. Among other things, these statutes require that all students with documented disabilities be guaranteed a learning environment that provides for reasonable accommodations for their disabilities. If you believe you have a disability requiring an accommodation, please contact the Special Populations Coordinator at (409) 880-1737 or visit the office in Student Services, Cecil Beeson Building.

### **Course Schedule**

<b>Week of</b>	<b>Topic</b>	<b>Reference</b>
Week 1	Course introduction and policies Management	pp. 1-21
Week 2	Management History of Management	pp. 1-21 pp. 22-39
Week 3	Organizational Environments and Culture	pp. 40-59
Week 4	Ethics and Social Responsibility	pp. 58-75
Week 5	Planning and Decision Making	pp. 76-93
Week 6	Organizational Strategy	pp. 94-113
Week 7	Innovation and Change	pp. 114-131
Week 8	Global Management	pp. 132-151

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<b>Week of</b>	<b>Topic</b>	<b>Reference</b>
	Mid Term Exam	
Week 9	Designing Adaptive Organizations	pp. 152-171
	Managing Teams	pp. 172-189
Week 10	Managing Teams	pp. 172-189
	Managing Human Resource Systems	pp. 190-213
Week 11	Managing Human Resource Systems	pp. 190-213
	Managing Individuals and a Diverse Work Force	pp. 214-231
Week 12	Motivation	pp. 232-251
Week 13	Leadership	pp. 252-271
Week 14	Managing Communication	pp. 272-289
Week 15	Control	pp. 290-307
	Managing Information	pp. 308-325
Week 16	Managing Service and Manufacturing Operations	pp. 326-343
	Final Exam	