

# SYLLABUS

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**Code:** BUSI206

**Title:** Supervisory Management

**Division:** Business and Technology

**Department:** Business

**Course Description:** The student will use management theories, concepts, principles, and techniques as a foundation for acquiring an expanded knowledge of how to manage and supervise resources. This expanded knowledge of management will be applied in classroom case studies and practical exercises involving analysis and development of workable solutions to supervisory problems. It is recommended that you take BUSI 205 before BUSI 206.

**Prerequisites:** BUSI105 (Introduction to Business) or permission of instructor.

**Corequisites:** None

**Prerequisites or Corequisites:**

**Credits:** 3

**Lecture Hours:** 3

**Lab/Studio Hours:** 0

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**REQUIRED TEXTBOOK/MATERIALS:**

**Textbook Title:** SUPERVISION: CONCEPTS AND SKILL BUILDING

**Author:** Samuel C. Certo

**Publisher:** Irwin, 2010; 7th Edition (ISBN 978-0-07-338151-0)

**ADDITIONAL TIME REQUIREMENTS:**

**COURSE LEARNING OUTCOMES:**

Upon completion of this course, students will be able to:

- Students will develop a practical knowledge of management theories, concepts, principles, guidelines, and techniques and then apply them to classroom case studies and practical exercises by analyzing information and developing workable solutions to supervisory problems. (Critical Thinking)
- Students will use their understanding of the need for cultural sensitivity and ethical behavior within the context of the contemporary, diverse, global workplace to enhance their decisions. (Critical Thinking, Community and Workplace)
- Students will identify and analyze historical and societal issues and how they impact their decisions. (Critical Thinking and Historical/Societal Analysis)
- Students will synthesize all this information and communicate their understanding in written and spoken forms individually and in teams. (Communication, Critical Thinking, Information Literacy)

**GRADING STANDARD:**

**EVALUATION:** This is a “hands-on” course in the application of management theories, concepts, principles, guidelines, and techniques to the solution of supervisory management situations and problems. The real learning takes place in the classroom with group projects, case studies, self-assessments, group presentations, and discussions; therefore, attendance is required to obtain credit for this course. In addition students must complete five (5) written examinations. The written examinations will be administered in class.

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Topical discussions will **be held in class based on Chapters 5, 6, 9, 11, 13, 15, 16, 17, and Appendix B.** Students may be assigned readings and reports as part of participation grade.

## Grading will be as follows:

93 - 100%	=	A
90 - 92%	=	A-
87 - 89%	=	B+
83 - 86%	=	B
80 - 82%	=	B-
76 - 79%	=	C+
70 - 75%	=	C
65 - 69%	=	D
64 - below	=	F

## EVALUATIVE CRITERIA AND TECHNIQUES

### A. Participation: 60% of grade

1. Written assignments as determined in the instructor's addendum. (20%)
2. Participation in class discussions which will focus on the readings of the chapters assigned. (20%)
3. Group Project, Case Studies, Group Presentations, and Self-assessments. (20%)

### B. Testing: 40% of grade

The student must earn an average grade of 65% or better on the unit exams in order to receive a passing grade for the course, exclusive of other requirements.

1. Multiple-choice, essays and/or case studies will be administered for Units 1-5.
2. Tests and assignments are due by the date specified by your instructor. A grade of "0" will be recorded if a test or assignment is late. Special consideration will be given provided that a legitimate excuse is submitted in writing and accepted prior to the due date. Ten points may be deducted at the discretion of the instructor for late tests or assignments. Only one late excuse will be permitted.

## REQUIREMENTS FOR A GRADE OF INCOMPLETE

1. If you have completed 70% of your course requirements, you may be eligible for a grade of Incomplete.
2. Refer to the **Incomplete** contract for specifics.
3. You must submit an Incomplete Application Form to your course instructor for his/her approval on/or before the last class meeting date.

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## **COURSE CONTENT:**

### **UNIT 1 -MODERN SUPERVISION THE SUPERVISOR AS A LEADER**

#### CHAPTER 1 - Modern Supervision: Concepts and skills

LEARNING OBJECTIVES: After you have studied this chapter, you should be able to:

- 1.1 Define what a supervisor is.
- 1.2 Describe the basic types of supervisory skills.
- 1.3 Describe how the growing diversity of the workforce affects the supervisor's role.
- 1.4 Identify the general functions of a supervisor.
- 1.5 Explain how supervisors are responsible to higher management, employees, and co-workers.
- 1.6 Describe the typical background of someone who is promoted to supervisor.
- 1.7 Identify characteristics of a successful supervisor.

#### CHAPTER 8 – The Supervisor as a leader

LEARNING OBJECTIVES: After you have studied this chapter, you should be able to:

- 8.1 Discuss the possible link between personal traits and leadership ability
- 8.2 Compare leadership styles that a supervisor might adopt.
- 8.3 Explain contingency theories of leadership.
- 8.4 Identify criteria for choosing a leadership style.
- 8.5 Describe guidelines for giving directions to employees.
- 8.6 Tell why supervisors need to understand and improve their views of themselves.
- 8.7 Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.

### **UNIT 2 -MEETING ETHICAL STANDARDS MANAGING DIVERSITY**

#### CHAPTER 4 – CORPORATE SOCIAL RESPONSIBILITY AND ETHICS

LEARNING OBJECTIVES: After you have studied this chapter, you should be able to:

- 4.1 Define ethics, and explain how organizations specify standards for ethical behavior.
- 4.2 Identify benefits of ethical behavior and challenges that make ethical behavior more difficult in the modern workplace.
- 4.3 Discuss the impact of cultural differences on ethical issues.
- 4.4 Describe major types of ethical behavior that supervisors should practice.
- 4.5 Outline ways to make ethical decisions.
- 4.6 Provide guidelines for supervising unethical employees.
- 4.7 Define whistle-blowers, and describe how the supervisor should treat such employees.

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## CHAPTER 5 - MANAGING DIVERSITY

LEARNING OBJECTIVES: After you have studied this chapter, you should be able to:

- 5.1 Define diversity.
- 5.2 Discuss how the U.S. workforce is changing and its impact on the supervisor.
- 5.3 Differentiate among prejudice, discrimination, and stereotypes in the workplace.
- 5.4 Explain how sexism and ageism are barriers to diversity and how supervisors can be more aware of them.
- 5.5 Discuss how and why employers must accommodate employees' disabilities.
- 5.6 Describe some whys to communicate more effectively in the diverse workplace.
- 5.7 Describe the goals of diversity training.
- 5.8 List the most important recent legislation affecting diversity and its provisions.

## **UNIT 3 -TEAMWORK: EMPHASIZING POWERFUL MEETINGS -COMMUNICATION**

### CHAPTER 3 – GROUPS, TEAMS AND Powerful Meetings

LEARNING OBJECTIVES: After you have studied this chapter, you should be able to:

- 3.1 Explain why people join groups.
- 3.2 Distinguish types of groups that exist in the workplace
- 3.3 Discuss how supervisors can get groups to cooperate with them.
- 3.4 Describe characteristics of groups in the workplace.
- 3.5 Identify the stages that teams pass through as they develop.
- 3.6 Explain why teamwork is important.
- 3.7 Describe how the supervisor can lead a team so that it is productive.
- 3.8 Discuss how to plan for effective meetings.
- 3.9 Provide guidelines for conducting effective meetings.

### CHAPTER 10 – Communication

LEARNING OBJECTIVES: After you have studied this chapter, you should be able to:

- 10.1 Describe the process of communication.
- 10.2 Distinguish between hearing and listening.
- 10.3 Describe techniques for communicating effectively.
- 10.4 Identify barriers to communication and suggest ways to avoid them.

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- 10.5 Distinguish between verbal and nonverbal messages, and name types of verbal messages.
- 10.6 Identify the directions in which communication can flow in an organization.
- 10.7 Distinguish between formal and informal communication in an organization.
- 10.8 Discuss the role of the grapevine in organizations.

## UNIT 4 -PROBLEM SOLVING

### -MANAGING CONFLICT AND CHANGE

### -APPRAISING PERFORMANCE

#### CHAPTER 12 – Problem Employees: Counseling and Discipline

LEARNING OBJECTIVES: After you have studied this chapter, you should be able to:

- 12.1 Identify common types of problem behavior among employees.
- 12.2 Explain why and when supervisors should counsel employees.
- 12.3 Describe counseling techniques.
- 12.4 Discuss effective ways of administering discipline.
- 12.5 Describe the principles of positive discipline and self-discipline.
- 12.6 Explain how supervisors can detect and confront troubled employees.
- 12.7 Specify how supervisors can direct troubled employees in getting help and then follow up on the recovery efforts.
- 12.8 Discuss the role of the supervisor's manager and the human resources department in helping the supervisor with problem employees.

#### CHAPTER 14 - Managing Conflict and Change

LEARNING OBJECTIVES: After you have studied this chapter, you should be able to:

- 14.1 List positive and negative aspects of conflict.
- 14.2 Define types of conflict.
- 14.3 Describe strategies for managing conflict.
- 14.4 Explain how supervisors can initiate conflict resolution, respond to a conflict, and mediate conflict resolution.
- 14.5 Identify sources of change, and explain why employees and supervisors resist it.
- 14.6 Discuss how supervisors can overcome resistance and implement change.
- 14.7 Describe the types of power supervisors can have.
- 14.8 Identify common strategies for organization politics.

#### Chapter 17- Appraising Performance

Learning Objectives: After you have studied this chapter, you should be able to:

- 17.1 Summarize the benefits of conducting performance appraisals.
- 17.2 Identify the steps in appraising performance systematically.
- 17.3 Discuss guidelines for avoiding discrimination in performance appraisals.
- 17.4 Compare types of appraisals.
- 17.5 Describe sources of bias in appraising performance.

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- 17.6 Explain the purpose of conducting performance appraisal interviews.
- 17.7 Tell how supervisors should prepare for a performance appraisal review.
- 17.8 Describe guidelines for conducting the interview.

## UNIT 5 - ENSURING HIGH QUALITY AND PRODUCTIVITY AND SUPERVISION LAWS

### CHAPTER 2- ENSURING HIGH QUALITY AND PRODUCTIVITY

- 2.1 Describe the consequence suffered by organizations as a result of poor-quality work.
- 2.2 Compare product quality control and process control.
- 2.3 Summarize techniques for quality control.
- 2.4 Identify ways organizations measure their success in continuous quality improvement.
- 2.5 Identify constraints on productivity.
- 2.6 Describe how productivity and productivity improvements are measured.
- 2.7 *Identify ways productivity may be improved.*
- 2.8 *Explain why employees have fears about productivity improvement and how supervisors can address those fears.*

Appendix B - Supervision Laws: Health and Safety, Labor Relations, Fair Employment

Learning Objectives: After you have studied this chapter, you should be able to:

1. Summarize the basic purpose of the OSHA Act, and describe the supervisor's responsibilities under the act.
2. Identify basic categories of health and safety hazards in the workplace.
3. Discuss common safety and health concerns and how employers are addressing them.
4. Describe workplace safety and health programs, including their benefits and the supervisor's role in them.
5. Describe the supervisor's role in labor relations.

### **DEPARTMENT POLICIES:**

Attendance and Late Policy for Students:

In the event a student accumulates more than three (3) absences, a student's final grade will be lowered one grade level.

Academic Integrity:

Any incidence of cheating will be fully processed in accordance with Brookdale Community College Regulation 6.3000 entitled STUDENT CONDUCT and the Student Conduct Code,

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Section V, "Academic Integrity Code" as found in the student handbook. The Business Management Department supports this regulation.

Brookdale e-mail/Website:

You are required to check your Brookdale e-mail at least (3) times per week for communication from your instructor. The syllabus is subject to change per the rights of the instructor. These changes may be communicated to you via e-mail.

## **COLLEGE POLICIES:**

For information regarding:

- ◆ Brookdale's Academic Integrity Code
- ◆ Student Conduct Code
- ◆ Student Grade Appeal Process

Please refer to the [BCC STUDENT HANDBOOK AND BCC CATALOG.](#)

## **NOTIFICATION FOR STUDENTS WITH DISABILITIES:**

Brookdale Community College offers reasonable accommodations and/or services to persons with disabilities. Students with disabilities who wish to self-identify must contact the Disabilities Services Office at 732-224-2730 (voice) or 732-842-4211 (TTY) to provide appropriate documentation of the disability, and request specific accommodations or services. If a student qualifies, reasonable accommodations and/or services, which are appropriate for the college level and are recommended in the documentation, can be approved.

## **ADDITIONAL SUPPORT/LABS:**

### Tutoring

Individual tutoring for a unit test or course work may be available from the department's learning assistant on a first-come, first-serve basis in LAH 214. Appointments are suggested.

Melissa Stryker, Learning Assistant  
Telephone number: (732) 224-2551  
E-mail: [mstryker@brookdalecc.edu](mailto:mstryker@brookdalecc.edu)  
Office Location: Larrison Hall 214

### Office Hours:

Monday-Thursday 8:30 a.m. – 5:00 p.m.

(One evening that may change with the demands of each semester.)