

Western Technical College

10196191 Supervision

Course Outcome Summary

Course Information

Description	The learner applies the skills and tools necessary to perform the functions of a frontline leader. Each learner will demonstrate the application of strategies and transition to a contemporary supervisory role including day-to-day operations, analysis, delegation, controlling, staffing, leadership, problem-solving, team skills, motivation, and training.
Career Cluster	Business Management and Administration
Instructional Level	Associate Degree Courses
Total Credits	3
Total Hours	54

Textbooks

Supervision: Concepts and Skill Building. 10th Edition. Copyright 2019. Certo, Samuel. Publisher: McGraw-Hill Publishing Company. **ISBN-13**: 978-1-260-14148-1. Required.

Success Abilities

1. Demonstrate ability to think critically.
2. Demonstrate ability to value self and work ethically with others in a diverse population.
3. Make decisions that incorporate the importance of sustainability.
4. Transfer social and natural science theories into practical applications.
5. Use effective communication skills.
6. Use technology effectively.

Program Outcomes

1. Manage employees and participate in a team environment.
2. Apply continuous improvement strategies to the supervision process.
3. Manage processes and systems to maximize organizational productivity and quality.
4. Ensure legal compliance to all laws regarding employer/employee relationships and safety.
5. Evaluate employee performance.

6. Facilitate change in an organization.
7. Apply ethical standards to the workplace.
8. Utilize quality strategies and tactics.
9. Apply effective leadership skills.
10. Apply Human Resource policies and procedures.
11. Perform supervisory management functions to achieve organizational objectives.

Course Competencies

1. Explore the role of the supervisor.

Assessment Strategies

- 1.1. Interview
- 1.2. Group Discussion
- 1.3. Written Product

Criteria

You will know you are successful when

- 1.1. You describe the technical and interpersonal skills necessary for effective supervision.
- 1.2. You describe the common functions performed by the supervisor.
- 1.3. You summarize the characteristics of an effective supervisor.
- 1.4. You examine supervisory job descriptions.
- 1.5. you examine professionalism as it pertains to the supervisors role.

Learning Objectives

- 1.a. Summarizes the characteristics of an effective supervisor.
- 1.b. identifies the functions and skills of a supervisor.
- 1.c. Examines the their ability to effectively supervise.
- 1.d. Explore supervisory job descriptions.

2. Apply organizing principles and tools.

Assessment Strategies

- 2.1. Group Discussion
- 2.2. Written Product

Criteria

You will know you are successful when

- 2.1. you analyze an organizational chart identifying the types of departmentalization and explain how the principles of organizing work.
- 2.2. you create an organizational chart for your organization or a fictitious organization.
- 2.3. you provide examples of how functional, line and staff work in an organization.

Learning Objectives

- 2.a. Explain the basic ways organizations are structured.
- 2.b. Explain the relationship between line, staff, and functional authority.
- 2.c. Explore the advantages and disadvantages of different organizational structure.
- 2.d. Examine supervisory job descriptions.

3. Explore the basic functions of a supervisor.

Assessment Strategies

- 3.1. List of tasks to be delegated.
- 3.2. Written delegation plan.
- 3.3. Self assessment of why reluctant to delegate.
- 3.4. Oral presentation or paper illustrating how to overcome barriers to delegation.

Criteria

You will know you are successful when

- 3.1. you identify tasks to be delegated.
- 3.2. you identify who is responsible and why.
- 3.3. you define the responsibilities and authority that will be given.
- 3.4. you create a follow up plan.

Learning Objectives

- 3.a. Describe how effective delegation can be a time management tool.
- 3.b. Explain how effective delegation can be a performance development tool.
- 3.c. Define responsibility, accountability, and authority in regards to the delegation process.
- 3.d. Write a step-by-step plan on how to delegate including who, what, timeframe and check points.
- 3.e. Explain how to build employee ownership into the delegation process.
- 3.f. Analyze why supervisors might be unwilling to delegate.
- 3.g. Explain why setting standards of performance are key to effective delegation.

4. Use techniques for team building.

Assessment Strategies

- 4.1. Written Product

Criteria

You will know you are successful when

- 4.1. you describe an effective team you have been part of.
- 4.2. you describe the leader's role in team development including running effective meetings and maintaining effective communication.
- 4.3. you describe how diversity affects a team.
- 4.4. you describe characteristics of each stage of team development and how the leader helps facilitate each stage.

Learning Objectives

- 4.a. Explain the advantages and disadvantages of using teams.
- 4.b. Explain the stages of group formation and development and how the leader changes with each step.
- 4.c. Describe the characteristics of effective teams.
- 4.d. Explain how diversity impacts team performance.
- 4.e. Differentiate between the different types of teams.

5. Examine effective leadership techniques.

Assessment Strategies

- 5.1. Written Product

Criteria

You will know you are successful when

- 5.1. you demonstrate the application of various leadership styles.
- 5.2. you demonstrate effective communication skills.
- 5.3. you describe the types of power and the effectiveness of each type.
- 5.4. you examine the leader's role in the change process.

Learning Objectives

- 5.a. Explain the characteristics common to effective leaders.
- 5.b. Explain how the supervisor's attitude towards employees can impact performance.
- 5.c. Describe types of power available to supervisors.
- 5.d. Examine the leader's role in the change process.
- 5.e. Compare common leadership styles.

6. Examine the human resources functions of a supervisor.

Assessment Strategies

- 6.1. Written Product

Criteria

You will know you are successful when

- 6.1. you identify different training methods.
- 6.2. you investigate the importance of how to use a job description.
- 6.3. you identify the supervisor's role in the staffing process.

Learning Objectives

- 6.a. Identify the steps involved when hiring new employees.
- 6.b. Describe the supervisors role in orientation and training.
- 6.c. Explore the different uses of a job description.

7. Analyze problem solving and decision making.

Assessment Strategies

- 7.1. Small group discussion.
- 7.2. Written Product

Criteria

You will know you are successful when

- 7.1. you will solve a problem using a problem solving process.
- 7.2. you differentiate between consensus and compromise.
- 7.3. you describe ways to improve productivity.
- 7.4. you describe ways to creatively solve problems.
- 7.5. you will solve a problem in a small group

Learning Objectives

- 7.a. Describe types of decisions made in organizations.
- 7.b. Analyze a problem using a problem solving model.
- 7.c. Apply steps of the decision making process.

8. Analyze effective communication.

Assessment Strategies

- 8.1. group discussion
- 8.2. Written Product

Criteria

You will know you are successful when

- 8.1. you describe the goals of communication.
- 8.2. you identify the appropriate medium for a particular type of communication.
- 8.3. you identify communication barriers and how to reduce them.
- 8.4. you demonstrate the feedback process.
- 8.5. you compare and contrast a professionally written email.

Learning Objectives

- 8.a. Describe the goals of communication.
- 8.b. Identify the appropriate medium for communication.
- 8.c. Identify potential communication barriers.
- 8.d. Demonstrate the feedback process.
- 8.e. Recognize the role of listening.
- 8.f. Write an effective email.

9. Investigate the characteristics of a motivating environment.

Assessment Strategies

- 9.1. Written Product

Criteria

You will know you are successful when

- 9.1. you identify what motivates employees.
- 9.2. you will compare motivational theories.
- 9.3. you identify ways to maintain employee self-esteem and increase motivation.
- 9.4. you identify what motivates individual employees and match it with the appropriate tool or technique.

Learning Objectives

- 9.a. Explain the relationship between motivation and performance.
- 9.b. Explore various motivation models
- 9.c. Explore various ways to motivate employees.

10. Manage conflict.

Assessment Strategies

- 10.1. Role play
- 10.2. Written Product

Criteria

You will know you are successful when

- 10.1. you describe when and how the supervisor will intervene.
- 10.2. you identify a variety of solutions for resolving a specific conflict.
- 10.3. you examine the intervention stage to gather information to help resolve the conflict.
- 10.4. you demonstrate how to mediate a conflict between two individuals.

Learning Objectives

- 10.a. Examine the benefits when a supervisor intervenes to resolve a conflict.
- 10.b. Describe different intervention approaches
- 10.c. Identify various solutions for resolving conflict.
- 10.d. Describe potential outcomes to various conflict solutions.

11. Explain the control function to obtain desired results.

Assessment Strategies

- 11.1. Written Product

Criteria

You will know you are successful when

- 11.1. you explain how controlling relates to other functions.
- 11.2. you describe the concepts of pre-control, concurrent, and feedback control.
- 11.3. you examine written standards, control devices, and results if standards are not met.
- 11.4. you describe the importance of change when standards are not met.

Learning Objectives

- 11.a. Explain different types of controls and how they are used.
- 11.b. Describe the relationship between planning and controlling.
- 11.c. Describe the advantages of involving employees in setting objectives.
- 11.d. Identify the steps in the control process.
- 11.e. Diagnose approaches to address when standards are not met.

12. Manage employee performance.

Assessment Strategies

- 12.1. Written Product
- 12.2. Reflection

Criteria

You will know you are successful when

- 12.1. you identify common employee rating methods and common rating errors.
- 12.2. you describe the concepts of counseling and discipline.
- 12.3. you describe when to use discipline and type of discipline based on the undesirable behavior.
- 12.4. you document performance problem, expected change, consequences, and follow up.

Learning Objectives

- 12.a. Explain how to make performance management a year-round process.
- 12.b. Describe how setting standards and holding people accountable impact individual and organizational performance.
- 12.c. Identify common types of problem behavior in employees.
- 12.d. Describe the concepts and use of counseling, discipline and punishment.

- 12.e. Describe how to prepare for and conduct a performance appraisal.
- 12.f. Explore various performance management tools.

13. Examine the regulatory agencies and/or law that affect the role of the supervisor.

Assessment Strategies

- 13.1. group discussion.

Criteria

You will know you are successful when

- 13.1. you explore the various agencies that affect the role of a supervisor.
- 13.2. you explore the various laws that affect the role of a supervisor.
- 13.3. you examine how the organization can be affected by a supervisor's choices.
- 13.4. you identify the role the supervisor plays in safety.
- 13.5. you indentify the role the supervisor plays in legal issues.

Learning Objectives

- 13.a. Explain the legal ramifications the supervisor's role plays in legal issues
- 13.b. Explain the ramifications of not following safety rules
- 13.c. Outline common agencies and laws that affect the supervisor
- 13.d. Analyze the role the supervisor plays in keeping the organization safe, legal and productive.