Course Description

MNA1345 | Effective Supervision | 3.00 credits

Students will learn to implement supervisory and management practices. Emphasis is placed on learning to communicate more effectively with employees, motivating employees, increasing one's leadership effectiveness, delegating, counseling problem employees, conducting performance reviews, maintaining a discrimination and harassment-free workplace, and managing time.

Course Competencies:

Competency 1: The student will recognize the importance and benefits of implementing effective supervisory and management practices in a changing workplace by:

1. Applying functions performed by a supervisor and the challenges that supervisors face
2. Identifying the characteristics of both practical and ineffective supervisors and managers
3. Discussing and demonstrating the basic steps of the decision-making process
4. Incorporating ethics and diversity awareness into business supervisory and management practices
5. Assessing the manager's role in effectively managing work groups and teams

Competency 2: The student will demonstrate how to manage conflict and difficult employees by:

1. Describing the process and techniques for effective communication
2. Explaining ways to overcome communication barriers
3. Identifying and using" I statements" to express oneself in difficult situations
4. Demonstrating ways to avoid attacking and responding non-defensively
5. Demonstrating methods and techniques used to resolve conflict
6. Applying communication techniques to improve employee motivation and performance

Competency 3: The student will be able to motivate employees to achieve productivity goals by:

1. Demonstrating an understanding of effective time management and its impact on productivity
2. Demonstrating an understanding of the rationale for an empowered workforce
3. Comparing and contrasting the major theories and techniques for motivating employees
4. Analyzing the "self-fulfilling prophecy" concept and identifying ways supervisors can effectively communicate expectations to their employees
5. Demonstrating ways to give adequate praise and recognition
6. Describing how job design can affect employee motivation and how job enrichment can improve employee satisfaction and performance

Competency 4: The student will be able to recognize effective leadership practices in the workplace by:

1. Comparing and contrasting the major theories of leadership
2. Identifying and evaluating his/her leadership style in various situations
3. Assessing the behaviors of successful supervisory leaders

Competency 5: The student will be able to delegate tasks and responsibilities to increase productivity by:

1. Discussing the benefits and processes of delegating
2. Identifying the causes of reluctance to delegate and the consequences of not delegating
3. Utilizing effective time management techniques
4. Examining the supervisor's role in calling and leading meetings

Competency 6: The student will be able to perform specific techniques for counseling and dealing with difficult and troubled employees by:

1. Recognizing problem behaviors such as absenteeism and tardiness, insubordination and uncooperativeness, and alcohol and drug abuse, among others, that hurt morale and productivity
2. Identifying and applying effective counseling techniques
3. Administering disciplinary action appropriate to the situation using positive discipline

Competency 7: The student will be able to conduct an employee performance appraisal by:
1. Demonstrating the purpose of appraisals and the major types of appraisals
2. Developing and setting performance standards, goals, and objectives with the employee
3. Planning and implementing the performance appraisal interview

Competency 8: The student will be able to identify the purpose of orientation, training, and development by:
1. Identifying the benefits of orientation and the major types of training and development used in the workplace
2. Comparing and contrasting the various orientation, training, and development methods that supervisors and managers can use. 3. Assessing training needs
3. Evaluating the effectiveness of training programs
4. Comparing and contrasting approaches for introducing change into the organization
5. Utilizing coaching and mentoring techniques to improve employee performance

Competency 9: The student will be able to demonstrate an understanding of the legal context of a supervisory relationship by:
1. Supervising and managing equal employment laws, regulations, and guidelines
2. Recognizing prejudice, various forms of discrimination, and stereotypes in the workplace
3. Analyzing cases and scenarios involving equal employment issues

Competency 10: The student will be able to perform employment functions that include recruitment, hiring, evaluation, promotion, demotion, and termination by:
1. Conducting an employee needs assessment and job analysis
2. Identifying sources of recruitment
3. Preparing for and conducting job interviews
4. Managing the selection process

Learning Outcomes:
- Communicate effectively using listening, speaking, reading, and writing skills
- Solve problems using critical and creative thinking and scientific reasoning
- Use computer and emerging technologies effectively