

**INTERAMERICAN UNIVERSITY OF PUERTO RICO
METROPOLITAN CAMPUS
BUSINESS FACULTY
GRADUATE DEPARTMENT
BUSINESS ADMINISTRATION MBA PROGRAM**

SYLLABUS

I. GENERAL INFORMATION

Course title	:	SUPERVISION AND LEADERSHIP
Code and number	:	BADM 6090
Credits	:	3
Academic term	:	
Professor	:	
Office location and hours	:	
Office telephone	:	
Email	:	

II. DESCRIPTION

Integration of functions and duties of the supervisor in the organizational processes. Emphasis in the supervision of a diverse workforce. Representation of roles of the supervisor within a globalized labor environment.

III. OBJECTIVES

It is expected that upon completing the course, the student should be able to:

1. Determine the basic skills to develop to become an effective supervisor in the modern and diverse organization.
2. Synthesize the managerial competencies associated with the following key supervisor job functions:
 - a. Staffing
 - b. Planning and organization of work
 - c. Performance management
 - d. Quality and productivity and.
 - e. Control
 - f. Occupational health and safety
 - g. Managing change and innovation
3. Analyze the importance of effectively applying federal and state legislation and guidelines regarding affirmative action and equal employment opportunity programs in the workplace.
4. Formulate the role of the supervisor in the effective implementation of the organization's human resources policies and practices.

5. Consider those personal and organizational communication practices that facilitate the development of good relations with the members of the work team and management-union cooperation in organizations with labor unions.
6. Specify the new leadership approaches most compatible with the supervisor's role.
7. Discuss those supervisory practices that facilitate conflict resolution and the use of positive discipline.
7. Consider how the effective use of the control function contributes to ensuring compliance with quality and quantity standards of work and controlling operational costs.
8. Appreciate the role of the supervisor in maintaining a safe workplace and in the effective use of the organizational mechanisms available to maintain and protect the health of the members of their work team.
9. Appreciate the role of the supervisor as a cornerstone in the effective implementation of organizational change in the modern organization.

IV. CONTENTS

Part One: Fundamentals of Supervision

A. The Supervisor's Job

1. Main Responsibilities
2. Challenges of the Supervisor in a World in Constant Change

B. Managing Today's Diverse Workforce.

1. Definition and study of leadership.
2. Leadership theories.
3. Taking leadership from theory to practice.
4. Relationship between leadership and today's diverse workforce.

Part Two: Planning and Organization of Work

A. Planning and Organization

1. Decision making
2. Troubleshooting
3. Business planning
4. Types of plans.
5. Goal setting
6. Development of forecasts.
7. Organization of the work area
8. Departmentalization.
9. The issue of authority and the chain of command.
10. Development of job descriptions.

Part Three: Performance Management

A. The role of the Supervisor before the Equal Opportunities Law.

1. Discrimination and the Supervisor.
2. Compliance process with the Equal Opportunities Law.

B. Personnel Selection

1. Importance of the selection process.
2. Types of selection tests.
3. The interview process.
4. Legal Considerations
5. Personnel Selection

- C. Performance Management
 - 1. Orientation and Training of Personnel
 - 2. Motivating the Work Team
 - 3. Leadership Theories and Practices for the Supervisor
 - 4. Effective Communication
 - 5. Supervision of the Work Team
 - 6. Conflict Management
 - 7. Employee Relations
 - 8. Working with Labor Unions

Part Four: Effective Control

- A. Quality and Productivity
 - 1. Total Quality Management Philosophy (TQM)
 - 2. Improvement of Work Processes
- B. Control
 - 1. Design of Control Systems
 - 2. Implementation of Control Systems

Part Five: Safety at Work, Occupational Health and Management of Change

- A. Work Safety
 - 1. Legal Considerations
 - 2. Philosophy of Total Security
- B. Occupational Health
 - 1. Legal Considerations
 - 2. Employee Assistance Program
 - 3. Employee Wellness
- C. Change Management and Innovation
 - 1. The Supervisor as Internal Agent of Change
 - 2. Resistance to Change
 - 3. How to Handle Resistance to Change
 - 4. Fundamental strategies to implement Change
 - 5. Essential principles for managing innovation

VI. LEARNING ACTIVITIES:

The teaching methodology that will be used in our course will be the following:

- 1. Conferences
- 2. Discussion of magazine and newspaper articles
- 3. Discussion and presentation of assignments
- 4. Group work
- 5. Individual work
- 6. Analysis and discussion of cases with active learning dynamics.

VII. EVALUATION

CRITERIA	Points	% of the grade
5 Discussion Forums (100 points each)	500	35%

7 Assignments	700	40%
5 Partial Exams	500	25%
Total	1700	100

VIII. SPECIAL NOTES

A. Auxiliary services or special needs

All students who require auxiliary services or special assistance must request them at the beginning of the course or as soon as they become aware that they need them, through the corresponding registry, in the Office of the Coordinator of services for students with disabilities, Dr. María de los Ángeles Cabello. She is located in the Counseling and Counseling Program, office 111, on the first floor of the John Will Harris building, extension 2306

B. Honesty, fraud, and plagiarism

Dishonesty, fraud, plagiarism and any other inappropriate behavior in relation to academic work constitutes major infractions sanctioned by the General Student Regulations. The major infractions, as stated in the General Student Regulations, may have as a consequence, suspension from the University for a definite period greater than one year or the permanent expulsion from the University, among other sanctions.

C. Use of electronic devices

Cellular telephones and any other electronic device that could interrupt the teaching and learning processes or alter the environment leading to academic excellence will be deactivated. Any urgent situation will be dealt with, as appropriate. The handling of electronic devices that allow students to access, store or send data during evaluations or examinations is prohibited

D. Compliance with the Provisions of Title IX

The Federal Higher Education Act, as amended, prohibits discrimination because of sex in any academic, educational, extracurricular, and athletic activity or in any other program or function, sponsored or controlled by a higher education institution, whether or not it is conducted within or outside the property of the institution, if the institution receives federal funds.

In harmony with the current federal regulation, in our academic unit an Assistant Coordinator of Title IX has been designated to offer assistance and orientation in relation to any alleged incident constituting discrimination because of sex or gender, sexual harassment or sexual aggression. The Assistant Coordinator Sr. George Rivera can be reached by phone at extension 2262 o 2147, or by e-mail grieverar@metro.inter.edu.

The Normative Document titled **Norms and Procedures to Deal with Alleged Violations of the Provisions of Title IX** is the document that contains the institutional rules to direct any complaint that appears to be this type of allegation. This document is available in the Web site of Inter American University of Puerto Rico (www.inter.edu).

IX. EDUCATIONAL RESOURCES

Textbooks

Certo, S.C. (2018). *Supervision: Concepts and Skill Building* (10th ed.) McGraw-Hill.

Rue, W. L., Ibrahim, N. & Byars, L. L. (2016). *Supervision: key link to productivity* (10th ed.) McGraw-Hill.

Audiovisual Resources (Videos)

Creating Staffing Solutions
El Desarrollo de una Carrera
EEO Compliance for Supervisors and Managers
Finding and Keeping the Best Employees
Interviewing Job Applicants With Disabilities
Interviewing Skills: Laws Governing the Interview Process
Preventing Liability: The Leader's Role

X. BIBLIOGRAPHY (OR REFERENCES)

Books

Robbins, S.P., DeCenzo, D.A. & Wolter, R. (2019). *Supervision today* (9th ed.). Pearson

DuBrin, A. J. (2018). *Leadership: Research findings, practice and skills* (9th ed.). Cengage.

Johnson, C. E. (2017). *Meeting the ethical challenges of leadership: Casting light or shadow* (6th. Ed.). Sage.

Leonard, E.C. & Trusty, K.A. (2015). *Supervision: Concepts and practices of management* (13th.ed.) Cengage.

Mackey, J., Mcintosh, S. & Phipps, C. (2020). *Conscious leadership: Elevating humanity through business*. Portfolio.

Northouse, P. E. (2019). *Leadership: Theory and Practice (8th ed.)*. Sage.

Rubenstein, D. M. (2020). *How to lead: Wisdom from the world's greatest CEOs, founders, and game changers*. Simon & Schuster.

Journals, Magazines and Newspapers

Academy of Management Journal
Academy of Management Review
Caribbean Business
Fortune
Forbes
Harvard Business Review
Human Resource Management
Human Resource Management Review
Journal of Applied Behavioral Science
Journal of Applied Business Research
Journal of Applied Management
Journal of Applied Behavioral Science
Journal of Applied Psychology
Journal of Business Ethics
Journal of Management Studies
Journal of Management Development
Journal of Organizational Computing
Journal of Social Psychology
Management Today
Management Science
New York Times
Organizational Behavior and Human Performance
Organizational Dynamics
Personnel
Personnel Administration
Personnel Journal
Personnel Management
Personnel Psychology
Psychological Bulletin
Public Administration Review
Sociological Methodology
Sociological Methods and Research
Training and Development (Journal)

Electronic Resources

Society of Human Resources Management -- www.shrm.org
Organizational Behavior Division of the Academy of Management --
www.buec.udel.edu/OBWeb/
Equal Employment Opportunity Commission -- www.eeoc.gov
Environment Protection Agency -- www.epa.gov
Occupational Health and Safety Commission -- www.osha.gov

US Office of Government Ethics -- www.usoge.gov
Corporate Watch -- www.corpwatch.org/trac/globalization
Center for Innovation in Public Responsibility -- www.cicr.net

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