# **Course Alignment for MAN 2101 FlexPace**

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| **CO 1** | Examine the basic supervisory functions of planning, organizing, staffing, leading, and controlling as well as the importance of proper communication. |
| **CO 2** | Discuss the process of team development and the theory behind leadership styles. |
| **CO 3** | Compare the theories of motivation and describe the importance and benefit of performance appraisals. |
| **CO 4** | Examine the history and importance of labor unions and the importance of supervisory control. |
| **CO 5** | Describe the importance of properly dealing with conflict and stress, as well as the proper ways to deal with counseling and disciplining employees. |

**Note:** Course Objectives are institutionally-mandated and taken from the Master Syllabus.

# **Course Structure and Alignment**

**Note:** Topic Objectives are developed by the course coordinator to align with the Course Objectives.

| **Topic** | **Objectives** | **CO #** | **Materials** | **Activities** | **Assessments** |
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| **Defining Supervision and Supervisory Challenges** | * Define supervision. * Describe the work of a supervisor. * Describe the types of skills necessary to perform the job of supervision. * State the key reasons for supervisory success. * Describe diversity in workplace and understand why it is valuable. | 1 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Supervisory Planning** | * Explain how an organization plans. * Describe the supervisor's role in the overall planning process with an organization. * Identify the SMART criteria for setting objectives. * Discuss the role of contingency plans. * Describe the basic elements of a management by objectives (MBO) system. | 1 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Organizing** | * Define organizational departmentalization and ways to implement in organizations. * Explain authority (including centralized and decentralized authority) and responsibility. * Explain delegation and empowerment - including what, when and where to and not to delegate and empower. * Apply the process of delegation. | 1, 2 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Staffing and Recruiting** | * Describe Human Resource Planning (HRP). * Define the Staffing Function. * Define Job Analysis, Job Description, and Job Specification and how they relate to job posting and job application. * Describe the steps in the Selection Process. * Describe Recruitment methods. * Describe employment Interview methods. | 1, 2, 3 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Problem Analysis and Decision Making** | * Differentiate between programmed and non-programmed decisions. * Discuss the importance of recognition and timeliness of decision making. * Define and describe the scientific steps of decision making. * Describe group-oriented techniques employed by supervisors. * Describe barriers to organizational creativity. | 1, 2, 5 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Motivating Followers** | * Define motivation. * Describe the relationship of motivation to human behavior. * Explain different approaches to motivation. * Discuss what supervisors can do to affect motivation. | 1, 2, 3 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Leading Followers** | * Define leadership. * Describe three basic styles of leadership. * Define directive and supportive leaders. * Explain transformative and transactional leadership. * Explain servant leadership. * Define leadership characteristics. * Describe leader attitudes: Theory "X" and Theory "Y." | 1, 2, 5 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Communicating Effectively** | * Define communication and the communication process. * Contrast formal and informal communication. * Explain how electronic communication affects the supervisor's job. * Describe barriers and techniques for overcoming communication barriers. * Define perception. * Describe active listening. * Explain the behaviors necessary for providing effective feedback. * Define the grapevine. | 1, 3, 5 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide * Impression video | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Developing Teams** | * Describe the difference between formal and informal work groups. * Explain what group norms are. * Describe the elements that contribute to group cohesiveness. * Discuss group conformity. * Identify the four phases in the life of a team. * Describe groupthink. * Define the concept of team building. * Explain self-directed teams. | 1, 2, 3, 4 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Appraising and Rewarding Performance** | * Define performance. * Explain the determinants of performance. * Define job analysis. * Define job description and job specification. * Define performance appraisal. * List and describe the major performance appraisal methods. * Define the performance appraisal activity. * Explain the reward system. * Discuss common mistakes and errors made in performance appraisals. | 1, 3 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Ethics and Organizational Politics** | * Define ethics and what is ethical behavior in the workplace. * Explain what is and the use of a code of ethics. * Discuss the role supervisors play as to ethics in the workplace. * Outline the steps supervisors play in dealing with unethical workplace situations. * Define organization politics and how to manage it. | 1, 3, 4, 5 | * Online resources * Expert Insight video | * Read resources * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Change Management** | * Describe what inhibits change. * Identify techniques that foster acceptance of change. * Discuss key factors affecting successfully implementing change. * Identify strategies that are useful in implementing change. * Describe Lewin's Force Field Analysis. * Define a Change Model. | 1, 3, 5 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Conflict, Politics, Discipline, and Negotiations** | * Explain when it is appropriate for a supervisor to counsel an employee. * Differentiate between directive and nondirective counseling. * Define what a troubled employee is. * Discuss ways to effectively supervise a troubled employee. * Explain what employee assistance programs are. * Explain the difference between troubled employees and problem employees. * Discuss the legal requirements for dealing with troubled employees. | 1, 5 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Controlling** | * Describe the control process. * Explain potential negatives that control can create. * Identify ethical dilemmas in employee monitoring. * Define quality, and what it means to a supervisor. * Explain the difference between quality control and quality assurance. | 1, 4 | * Chapter scenario video * Chapter reading * Expert Insight video * Chapter Study Guide * Baldrige website | * Read chapter * Watch videos * Review study guide * Complete written assignment (if needed) * Complete Pre/Post-Assessments | * Topic Pre-assessment * Topic Assignment (if needed) * Topic Post-assessment (if needed) |
| **Course Reflection** | * Define key tools and techniques learned from the course that you will remember and use. * Identify techniques that you have acquired through class discussions and research. * Define the course's ROI. | 1, 2, 3, 4, 5 | N/A | Complete written assignment. | * Assignment | Course Reflection |