Eastern Illinois University
New Course Proposal
COS 4835, Supervision in Organizations.

1. Course description

   (a) Course number:    COS 4835
   (b) Title:      Supervision in Organizations
   (c) Meeting times and credit:  3-0-3
   (d) Term(s) to be offered:  F, S
   (e) Short title:     Supervision
   (f) Course description:   The study of the theories, principles, and practices of supervision in organizations, emphasizing how supervisors organize an effective work unit, initiate change, stimulate individual or group performance, and cope with workplace dynamics. WI
   (g) Prerequisites:    None
   (h) Initial term course offering:  Fall 2006

2. Student Learning Objectives and Evaluation

   (a) Student learning objectives of the course:

      Students will

      1. Describe the models and theories of supervision.

      2. Compare and contrast principles of planning, organizing, staffing, and controlling as practiced by supervisors.

      3. Discriminate between and critique practices for stimulating individual and group performance in the workplace.

      4. Evaluate theories of how supervisors cope with workplace dynamics such as diversity, conflict, or change and innovation.
(b) Student assessment and grades:

Student achievement will be assessed based upon the following distribution:

<table>
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<tr>
<th></th>
<th>Written Essays</th>
<th>Mid-term Examination</th>
<th>Case Study Presentation</th>
<th>Final Examination</th>
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<tr>
<td></td>
<td>50 pts (5 @ 10pts each)</td>
<td>100 pts</td>
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<td>350 pts total</td>
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OBJECTIVES

<table>
<thead>
<tr>
<th>/Objectives</th>
<th>Written Essays</th>
<th>Mid-term Examination</th>
<th>Case Study Presentation</th>
<th>Final Examination</th>
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</thead>
<tbody>
<tr>
<td>Describe models and theories of supervision</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Compare and contrast principles of planning, organizing, staffing, and controlling</td>
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<td>X</td>
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<tr>
<td>Discriminate between and critique practices for stimulating individual and group performance</td>
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<tr>
<td>Evaluate theories of how supervisors cope with workplace dynamics</td>
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(c) For technology-delivered and nontraditional courses:

A technology-delivered format will be available. Students in the program are working adults. Most reside outside Coles County. Alternative forms of delivery are important in serving this population. The use of web, WebCT, homework assignments, and other technologies will be used to deliver the course content. Delivering the course through the Web will enable those professionals working in the field to gain access to the course.

Homework assignments, tests, projects, and other activities can be submitted through WebCT. The integrity of the course will be the same as a traditional face to face course.

The mid-term and final exam will be administered through WebCT. The tests will have time limits, consist of questions chosen from a pool of possible questions, and be of sufficient length to restrict students from consulting references, other students, etc.
Active interaction through e-mail, WebCT, web pages, etc. will be planned. Online interactions and office hours will be planned as well.

(d) Additional requirements will be required for students enrolled for graduate credit:

(1) Learning objectives for graduate students are:

1. Describe the models and theories of supervision
2. Compare and contrast principles of planning, organizing, staffing, and controlling as practiced by supervisors
3. Discriminate between and critique practices for stimulating individual and group performance in the workplace.
4. Evaluate theories of how supervisors cope with workplace dynamics such as diversity, conflict, or change and innovation.
5. Plan and produce scholarly research on topics related to supervision.
6. Present scholarly research and facilitate discussion.

Assessment for graduate students:

| Written Essays | 50 pts (5 @ 10pts each) |
| Mid-term Examination | 100 pts |
| Case Study Presentation | 100 pts |
| Research Paper | 150 pts |
| Final Examination | 100 pts |
| **500 pts total** |

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<tr>
<th>OBJECTIVES</th>
<th>Written Essays</th>
<th>Mid-term Exam</th>
<th>Case Study Presentation</th>
<th>Research Paper &amp; Classroom Presentation of Findings</th>
<th>Final Exam</th>
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</thead>
<tbody>
<tr>
<td>Describe models and theories of supervision</td>
<td></td>
<td>X</td>
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<td>X</td>
<td>X</td>
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</table>
Evaluate theories of how supervisors cope with workplace dynamics |  | X | X |
---|---|---|---|
Plan and produce scholarly research on topics related to supervision. |  |  | X |
Present scholarly research and facilitate discussion |  |  | X |

(e) **Type of writing course:**

This course is writing intensive. A minimum of 35% of the grade is determined by writing assignments, one of which must be re-submitted following its initial evaluation.

3. **Outline of the Course**

This course meets for one 2 1/2-hour weekly class period over 15 weeks.

*Week One* - Supervision in industrial contexts

*Week Two* - Supervisory functions and relationships

*Week Three* - Supervisor’s role in organizing effective departments

*Week Four* - Solving problem and making decisions

*Week Five* - Designing and implementing controls

*Week Six* - The supervisor’s role in hiring and termination

*Week Seven* - Performance appraisal and evaluation

*Week Eight* - Motivating employees

*Week Nine* - Communication and supervision

*Week Ten* - Supervising groups and teams

*Week Eleven* - Supervising a diverse workforce

*Week Twelve* - Dealing with change and innovation
4. **Rationale**

(a) **Purpose and need:**

This course will replace COS 3500/Supervision. As part of the program’s ongoing assessment and the 2005 IBHE review, the program committee determined that changes were needed in the core requirements. Most students are seeking to advance into supervisory positions. This course has been designed to meet these needs.

Many line workers are promoted into supervisory positions based on their technical competencies. But they often lack educational preparation for specific supervisory responsibilities. First-time supervisors frequently derail not because of their technical skills but because they lack the conceptual, theoretical, and practical knowledge associated with workplace supervision. This course is designed to provide majors in the program with this conceptual, theoretical, and practical knowledge.

(b) **Justification of the level of the course and prerequisites:**

This course replaces COS 3500/Supervision. The proposed course level presupposes and builds upon the knowledge of human behavior, critical thinking, and both oral and written communication. All core requirements in the COS program are designated as 4750 or above because the majority of COS learners have both extensive workplace experience and enter the program with 70-90 SH. The core requirements serve as capstone courses for senior-level students that consolidate and synthesize previous academic and workplace experience.

(c) **Similarity to existing courses:**

This course replaces COS 3500/Supervision.

(d) **Impact on program:**

This course is required for a major in the COS program.

5. **Implementation**

(a) Hawkins, Hogan, Woodley
(b) No additional costs


6. **Community College Transfer:** Not applicable

7. **Date approved by the Career & Organization Studies Program Committee:**
   
   11/10/05

8. **Date approved by the School of Technology Curriculum Committee:** 12/2/05

9. **Date approved by the Lumpkin College of Business and Applied Sciences Curriculum Committee:** 1/20/06

10. **Date approved by CAA:** 2/2/06  
    **CGS:** 3/7/06