

seventh edition

# Supervision

*Key Link to Productivity*



Leslie W. Rue | Lloyd L. Byars

# SUPERVISION

## Key Link to Productivity

Seventh Edition

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## SUPERVISION: KEY LINK TO PRODUCTIVITY

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This book is printed on acid-free paper.

3 4 5 6 7 8 9 0 VNH/VNH 0 9 8 7 6 5 4 3 2

ISBN 0-07-241594-0

Publisher: *John E. Biernat*

Sponsoring editor: *Andy Winston*

Editorial coordinator: *Sara E. Strand*

Senior marketing manager: *Ellen Cleary*

Project manager: *Laura Griffin*

Production supervisor: *Susanne Riedell*

Senior designer: *Jennifer McQueen*

Supplement coordinator: *Joyce J. Chappetto*

Media technology associate producer: *Jennifer Becka*

Cover image: © *Photo Disk, Inc. All rights reserved.*

Senior photo research coordinator: *Keri Johnson*

Compositor: *Shepherd Incorporated*

Typeface: *10/12 ITC Century*

Printer: *Von Hoffmann Press, Inc.*

## Library of Congress Cataloging-in-Publication Data

Rue, Leslie W.

Supervision, key link to productivity / Leslie W. Rue, Lloyd L.

Byars.—7th ed.

p. cm.

Includes bibliographical references and index.

ISBN 0-07-241954-0 (alk. paper)

1. Supervision of employees. I. Title: Supervision. II. Byars, Lloyd L.

III. Title.

HF5549 .R7825 2001

658.3'02—dc21

00-046055

www.mhhe.com

# SUPERVISION

## Key Link to Productivity

DEDICATION

**To very important people in our lives**

Harriet and Bill Rue

Henry and Lula Byars

Bob and Tweetie Schwefel

# Preface

We are both very happy that this book has gone into seven editions. We feel that the clear writing style and the practical emphasis of this text are its most popular features. Many professors tell us that their students—many of whom are already practicing supervisors—often keep *Supervision* as a handbook and reference even after the class is over.

Another enduring feature of *Supervision* is its emphasis on productivity. Since 1982, when the first edition was published, productivity has remained a major concern of today's managers and government leaders. Time, experience, and research have all shown that the supervisor can have a significant impact on an organization's productivity. This edition builds on the previous edition's emphasis on total quality management (TQM), the Kaizen philosophy, and other approaches directly related to productivity.

We have added new material in the seventh edition to address emerging workplace issues such as workaholism, privacy, and the demands of career management in the new economy. Of course, technology has impacted the role of the supervisor as much as any other in the workplace. These changes are reflected in nearly every chapter.

As with earlier editions, we have stressed real-world applications seen from the supervisor's viewpoint by using numerous and varied examples throughout the text and in the end-of-chapter materials. Each chapter begins with a Supervision Dilemma, which is a realistic example related to the chapter topic. The same example is revisited at the end of the chapter in the Solution to the Supervision Dilemma. Also in keeping with the practical nature of this text, we have several Supervision Illustrations in each chapter. These illustrations contain real-life incidents or news stories that further shape the chapter focus. Each chapter includes review questions, as well as several skill-building questions. In addition, a Skill-Building Applications section at the end of each chapter contains two incidents and at least two experiential exercises.

## Organization of the Seventh Edition

After a substantial reorganization of earlier editions, this edition is a refinement of a proven successful text. We have continued to organize the materials based on the skills necessary to successfully supervise. We feel that this is a very practical and academically sound approach. This edition is arranged in five major sections:

- Section I: Foundations of Supervision
- Section II: Planning and Organizing Skills
- Section III: Staffing Skills
- Section IV: Human Relations Skills
- Section V: Controlling Skills

Section I provides a foundation necessary to embark on the practice of supervision. The topics covered span all supervisory jobs. Specific topics include the supervisor's job, decision making, communication, ethics and organizational politics, and managing your time.

Section II stresses the planning and organizing skills that today's supervisors must possess to be successful. Chapters are devoted to supervisory planning, organizing and delegating, understanding work groups, and improving methods.

Section III emphasizes the important role that all supervisors play in the staffing process. Obtaining and developing people, appraising performance, equal employment, and unions are all explored in this section.

Section IV is devoted to exploring the multitude of human relations skills that are necessary for successful supervision. Motivation, leadership, handling conflict, dealing with change and stress, and counseling are all discussed at length.

Section V discusses the different controlling approaches that are available to help supervisors. Control concepts, quality, cost control, safety and accident prevention, and discipline are presented in this section.

We have attempted to write this book considering the needs of teachers, students, aspiring supervisors, and practicing supervisors. We have tried to arrange the concepts and materials to appeal to each of these groups. Naturally, we welcome any ideas and suggestions that might improve the book.

## Acknowledgments

We are indebted to our families, friends, colleagues, and students for the assistance we have received. Unfortunately, space limitations allow us to name only a few. We give special thanks to the following reviewers, who provided many helpful comments during the preparation of the seventh edition: Phyllis Alderdice, Jefferson Community College; Dickson Alvarado, Maui Community College; Lynda Clark, Maplewood Community College; Carolyn Hatton, Cincinnati State Technical and Community College; Anne Klein, Cambridge Community College; Lewis Schlossinger, Community College of Aurora; Elsie Smalls, Southern Wesleyan University; Miguel Tirado, California State University, Monterey Bay; Milton G. Walker, Belhaven College; and John Zummo, York College.

Special thanks are extended to sponsoring editor Andy Winston, editorial coordinator Sara Strand, and project manager Laura Griffin of McGraw-Hill/Irwin. Sincere appreciation is extended to Charmelle Todd for her typing and editing support.

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# Foundations of Supervision

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- 1 The supervisor's job
- 2 Making sound and creative decisions
- 3 Improving your communication skills
- 4 Ethics and organization politics
- 5 Managing your time