



SUPERVISION

Key Link to Productivity

Fifth Edition

Leslie W. Rue | Lloyd L. Byars

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Key Link to Productivity

Leslie W. Rue

*Professor of Management and holder of the
Carl R. Zwerner Chair of Family Owned Enterprises
College of Business Administration
Georgia State University*

Lloyd L. Byars

*Professor of Management and Director of Undergraduate Programs
School of Management
Georgia Institute of Technology*



Boston, Massachusetts Burr Ridge, Illinois Dubuque, Iowa
Madison, Wisconsin New York, New York San Francisco, California St. Louis, Missouri



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Graphic supervisor: *Heather D. Burbridge*

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Designer: *Michael Warrell*

Interior designer: *Cindy Crampton*

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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 five 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. Total quality management (TQM), the Kaizen philosophy, and other approaches directly related to productivity were expanded or added in this edition.

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 thought-provoking incidents or news stories that further shape the chapter focus. Almost all of these illustrations are new to this edition. 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 Fifth Edition

After three editions and a substantial reorganization of the fourth edition, 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 fifth edition: Gerald W. Coy, Andrews University; Karl S. Peterson, Central Arizona College; Elliott F. Porter, Los Angeles Trade Technical College; Carl J. Sonntag, Pikes Peak Community College; Margene E. Sunderland, Fayetteville Technical Community College; and Marilyn D. Young, Waukesha County Technical College.

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SECTION

I

FOUNDATIONS OF SUPERVISION

SECTION OUTLINE

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

The Supervisor's Job

LEARNING OBJECTIVES

After studying this chapter, you should be able to:

1. Define supervision.
2. Describe the work of a supervisor.
3. Present the types of skills necessary to perform the job of supervision.
4. State the key reasons for supervisory success.
5. Explain the glass ceiling concept.
6. Describe guidelines for managing diversity in the workforce.

