

Wayland Mission Statement

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

Contact Information

Course: MGMT 3339 VC01 – Theory and Practice of Supervision

Campus: WBUonline

Term/Session: Fall 2st 8 weeks 2026

Instructor: Dr. Randolph Smith, Ph.D.

Office Phone Number/Cell #: 210 685-9739

WBU Email Address: Randolph.Smith@wayland.wbu.edu

Office Hours, Building, and Location: 24/7 Virtual, Exception: No Calls nor text from 10:00 PM -7:00 AM Central Standard Time (CST). E-mail acceptable. Office hours by appointment only

Class Meeting Time and Location: Virtual On-line through Blackboard System

Catalog Description:

Methods of supervision with emphasis on skills and techniques used to facilitate optimum productivity in both profit and nonprofit organizations.

Prerequisite:

None

Textbook Information

Required Textbook(s) and/or Required Materials:

BOOK	AUTHOR	ED	YEAR	PUBLISHER	ISBN#
<u>Supervision: Concepts & Practices of Management</u>	Leonard/Cassity	14th	2025	Cengage	9780-35771-9053

*This course is part of the **Pioneer Academic Access Program**. You will have access to an eBook, access code, and interactive learning material on the first day of class through your Blackboard course site. You will be notified via email with access instructions and additional information. If the course requires a physical book you can order at bookstore.wbu.edu. You can choose to opt-out, however if you do you will lose access to **EVERY class/material** and have to source through third party vendors.*

Optional Materials:

Course Outcome Competencies:

- Define supervision and explain the four functions of supervisors and the relationship each function has to one another.
- Discuss the essential skills needed to fulfill the supervisory role including communications, problem solving, decision making, managing groups, leadership, time and stress management, employee selection, training, evaluation, and counseling, managing change, and conflict resolution.
- Explain personal characteristics that contribute to the making of an effective supervisor.
- Explain the importance of ethics in the workplace.
- Outline historical components and sources of supervision management theories.

Attendance Requirements

WBUonline

Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student “attendance” in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a “no-show” and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university’s attendance policy.

University Policies

Academic Integrity:

[Link to Statement on Academic Integrity](#)

Artificial Intelligence:

- A. Generative AI tools permitted in specific context and with proper citations.**
 - i. Students are allowed to use, reference, or incorporate generative AI tools into specific assignments for this course. When used, students must properly cite the generative AI tool in their submitted work.
 - ii. While there is no true substitute for direct help and instruction for your instructor, students may be allowed to use generative AI tools to provide

further explanations of course content, readings, and other assignments. Any use of generative AI tools to help further explain or translate content must be properly referenced and cited.

- iii. Specific parameters for generative AI usage are provided by the instructor.
- iv. Any use of generative AI tools outside of the approved instructor parameters will be considered a form of plagiarism and academic dishonesty.

Disability Statement: In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests. Office: (806) 291-1057. Documentation of a disability must accompany any request for accommodations.

Course Requirements and Grading Criteria

Mid-Term exam- On-line - <i>Not Proctored</i> 20 pts (20%)	Due week 4 Sunday CST
Research Paper on Supervisory Subject 20 pts (20%)	Due week 7 Sunday CST
Weekly Posted Discussion and Responding to fellow student-20 pts (20%)	Due Sunday by mid-night CST
Weekly Summary Assignments: 20 pts (20%) Use, Cover sheet, Text, References, etc.	Due Sunday upcoming week- by mid-night CST.
Final Exam – On-line - <i>Not Proctored</i> 20 pts (20%)	Due week 8 Sat mid-night CST

Grading Scale:

100-90	A	W Withdrawal
89-80	B	WP Withdrawal Passing
79-70	C	WF Withdrawal Failing
69-60	D	I Incomplete
Below 60	F	

Student Grade Appeals: Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and

approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

Tentative Schedule

Classes meet on-line, and assignments are on-line for 8 weeks

Week 1: Chapter 1,2-Introductions, Assignment

Week 2: Chapter 3,4 and Assignment or

Week 3: Chapter 5,6,7 and Assignment

Week 4: Chapter 8,9 -Mid-term Exam (On-line Not Proctored)-Assignment

Week 5: Chapter 10,11 and Assignment

Week 6: Chapter 12,13 – Assignment

Week 7: Chapter 14 /Final research paper Due

Week 8: Chapter 15, Final-Exam(On-line Not Proctored)

Additional Information

<< Mid-term and Final exams are NOT PROCTORED will be on on-line and maybe password protected. Mid-term due by end week 4- Sunday Mid-night CST. Final exam due by end week 8 Sat Mid-night CST.

Do not submit any assignment by E-mail unless the Professor pre-authorizes it. American Psychological Association (APA) format is to be used when writing discussions or papers. When using researched material. Always cite sources in-text whether paraphrased or directly quoted. List reference source page.

Students are required to use the American Psychological Association (APA) publication guidelines as applicable. ***Final Research Papers late by one day may cost the student a letter grade. Late business plans will cost 1 points per day late. This is in addition to normal deductions. No assignments will be accepted after the last day of class. The student will receive a 0 grade if no assignment was submitted.***

There will be lecture notes, discussions postings, Power-point slides if available, reviews, scenarios, assignment, summaries and written reports or projects. Other forms of multimedia will be used as deemed necessary to enhance the learning experience. Students should review each link to be familiar with the contents.

Quizzes/Tests/Exam: may be given at various places to assess knowledge before the mid-term and final exam. Quizzes may be used to augment the evaluation criteria. Quiz review sheets may be available.

Instructor information for students will be posted to the Assignments area. The student must go into the discussion or tools area and post personal information.

Format: This is an on-line course, and you are expected to participate in weekly discussion boards. This course will require some research, discussions, posting to a fellow student and some quizzes.

Assignments or Summary: Assignments will be posted as required by course. The student is responsible for reading the information and adhering to the projects. **Assignments would be weekly chapter summaries** This would include cover sheet, in-text citations in APA format and reference sheet. When needed.

Discussion Postings: The professor will initiate a discussion board. There may be 1-4 items. Students are encouraged to participate and used proper written language and etiquette. Participation in the discussion board takes the place of live classroom interaction. Your participation will include a minimum of two postings. The main post to answer the discussion question. This also includes one response minimum to one other student per post question. Student must also post the name of the fellow student to whom they responded, in their own original post. Note: When answering questions as an example use the WK 1 Q2 in the title or the Subject item. Use in text citations and reference source at the end of the paragraph. I understand you may want to change the title to be creative. However, be creative in the text not the title response.

When a student post to a discussion questions the name of the student to whom they posted must also be listed at the top or bottom area. If directions and proper APA formatting is not done deductions will occur.

Students are not to confuse the due date with the Instructor grading time. The Instructor can grade any time a post or assignment is submitted. If a student has posted a discussion question answer but not the post to a fellow student nor added the fellow student's name to the discussion post . Then deductions will occur. The Instructor is not waiting on a student to edit an assignment that should have been done correctly before submission. The Instructor will not re-grade an assignment just because the student edited it after it was graded.

Again, the Instructor does not have to wait until the due date to grade. The due date is for the student.

Discussions due Sunday Mid-night Central Standard Time. After that they are considered late. The discussions close out weekly. Students may not have access after Sunday mid-night. Recommend you copy the discussions to a word document, if the student needs to go back and read something.

First to Post:

If a student is the first to post and there is no one else. State you are the first to post. If you are not the first to post and there is someone to respond to. Then you have a chance to post a response to a fellow student, regardless of who it is. That way if discussion is graded early, you are safe. Also, other normal deductions still apply in any case.

The person who posts first will have a 48 hour grace period to respond to a fellow student. However, **if the professor decides to grade early in this person's case.** Then there will be no deduction for not posting to a fellow student before the 48 hour grace period. As long as they have already written first to post.

If the Professor grades later than the 48 hours grace period. The student should have edited and added the fellow student's name to their discussion before grading occurs. Otherwise, points will be deducted for that missing assignment. Students do not know when the Professor grades.

Best solution is to make sure all items are read before submission. A student can post to a fellow student first then do their main discussion afterwards. This is a method to help eliminate some deductions.

Instructor Response to Discussion Board Posts:

Please remember that I am viewing all comments made. I will give feedback that may be considered minimal to the person. If any one feels that he or she needs more comments please let me know by E-mail. If I have not E-mailed you back in 48 hours please call or send a message through the Blackboard Message E-mail system, or the Wayland E-mail address. If all else fails please give me a call on my cell phone and leave a message, or text. I try to get to everyone. I do not use calls after 10:00 PM to 7:00 AM Central Standard Time (CST).

I will look at every post. I will respond to as many as possible. There will be over 120 per week. If I have not responded to at least one of your posts, or graded an assignment that week, or a responded to another peer please send me a message. In addition, I may respond in a few words or many. It is difficult to answer 200-300 words to each student each post. It would take weeks. In spite of this the student comments usually are still exceptional.

Course Conduct:

No make-up exams after the Sunday CST deadline; has expired, unless it is an extreme emergency. **Contact the Instructor first.**

Otherwise No late exam assignments will be accepted.

Do not submit assignments by E-mail unless pre-confirmed by the Professor.

Assignment or Summary Rubric				
Criteria	90 - 100% (2.86) pts	80 – 89% (2)	70 – 79% (1.5)	Below 70% Poor (.5 or below)
Completeness	Complete in all respects; reflects all requirements Uses APA format in in text citations, When paraphrasing or directly quoting	Complete in most respects; reflects most requirements	Incomplete in many respects; reflects few requirements	Incomplete in most respects; does not reflect requirements
Analysis, evaluation, or recommendation	Presents detailed, realistic, and appropriate information, or recommendation, clearly supported by the information presented and concepts from the reading	Presents specific, realistic, and appropriate information, or recommendation supported by the information presented and concepts from the reading	Presents realistic or appropriate information, or recommendations supported by the information presented and concepts from the reading	Presents an incomplete analysis of the issues identified
Research	Supplements case study with relevant and extensive research into the subject matter; clearly and thoroughly documents all sources of information	Supplements case study with relevant research into the subject matter; documents all sources of information	Supplements case study with limited research into the subject matter; provides limited documentation of sources consulted	Supplements case study, if at all, with incomplete research and documentation
Writing mechanics	Writing demonstrates a sophisticated clarity, conciseness, and correctness; includes thorough details and	Writing is accomplished in terms of clarity and conciseness and contains only a few	Writing lacks clarity or conciseness and contains numerous errors; gives insufficient detail	Writing is unfocused, rambling, or contains serious errors;

	relevant data and information; extremely well-organized	errors; includes sufficient details and relevant data and information; well-organized	and relevant data and information; lacks organization	lacks detail and relevant data and information; poorly organized
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Discussion Rubric:

	<70% (below 1.5 to 0) pts	70%-79% (1.5)	80%-89% (2)	90%-100% (2.5)
Business Acumen	Does not demonstrate competence in course concepts, either by lack of connection to concepts in contributions, or by misrepresenting concepts when used.	Demonstrates limited competence in course concepts. There is significant room for improvement in terms of the scope and the depth of content coverage.	Demonstrates competence and accuracy in using course concepts OR makes frequent effort to use course concepts, but with room for improvement in terms of consistency, and level of detail.	Frequently uses a wide range of concepts from the class materials, demonstrating competence and accuracy in the use of concepts. Uses APA in-text citations when paraphrasing or directly quoting.
Critical Thinking	Does not demonstrate critical thinking. Does not work with peers to devise ways to cover course content. Student does not critically examine arguments, alternatives, and analysis.	Rarely demonstrates critical thinking, appearing to be willing to accept all written and spoken statements as fact rather than exploring or challenging ideas. Rarely works with peers to outline approaches to covering course content. Room for improvement in terms of critically examining course content.	Occasionally engages in activities designed to cause depth of thinking, including occasional questions, or efforts to address the unknown or challenge assumptions. Occasionally works with peers to structure learning processes. Occasionally critically examines arguments, alternatives, and analyses.	Frequently asks and makes an effort to explore relevant, thought-provoking questions to advance the conversation and encourage deeper exploration of concepts. Work with peers through posts ; Facilitates content coverage. Critically examines arguments, alternatives, and analyses.

Personal Effectiveness	Student does not demonstrate personal effectiveness. Lack of engagement results in little or no impact on learning, OR contribution effort has a negative impact on self and others.	Infrequent contribution effort leading to limited influence on the group. Infrequently engages peers using a wide variety of participatory behaviors. Contribution effort occasionally has a negative impact.	Occasional contribution effort, however, positive impact and influence on class discussions when contributions are made. There is room for improvement in terms of engaging peers using a variety of contribution guidelines.	Consistently uses a wide range of contribution approaches, leading to clearly positive influence and impact on the class discussions and the learning of self and others.
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Final Research Paper

Criteria: 11) Use APA Format in text citations when needed.	90 - 100% (20-18) pts Missing at least one APA Format, other deductions.	80 – 89% (17-16) Missing at least two categories, and other deductions	70 – 79% (15-10) Missing at least three categories or more, in correct format, missing standard grammar, etc.	Below 70% Poor (10-0) Missing at least 4 categories, or other deductions or No assignment turned in
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Faculty may add additional information if desired
Faculty can change the syllabus. In that case students will be notified.

Section can be deleted if not needed>>