



HRD 4301 – Supervision

MWF* 9:05 am – 10:00 am, Fall 2026

COB 214

**Hybrid design: Mondays and Wednesdays – face-to-face; Fridays – activities online*

Instructor: Dr. Judy Yi Sun

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(preferred contact method)

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Office Phone: 903-565-5912

Office Hours: Monday 11:10am-3:40pm; Wednesday 11:10pm-4:40pm

Other times by appointment via email.

Required Textbook:

Certo, S. C. (2019). *Supervision: Concepts and skill building* (10th Ed.), Boston, MA: McGraw-Hill. ISBN: 978-1-260-02878-2

Other Requirements: Reliable internet connection, Canvas access, and Microsoft Word

Learning Objectives:

Upon completion of this course, students should be able to:

1. Describe the role of supervisors in today's business organizations
2. Articulate the relationship between job requirements, human resource planning, recruitment, and selection
3. Explain the role of appraisal, training, and career development in improving employee performance
4. Explain major theories of motivation and leadership for supervising and managing employees
5. Demonstrate an understanding of the dynamics of labor relations, collective bargaining, and contract administration.
6. Make effective recommendations to human resource issues unique to organizations involved in international business operations

Graded Course Requirements:

Students will be evaluated by their substantive Canvas posts, quizzes, assignments, and exams. Quality, quantity, and timeliness will be assessed. Letter grades will be assigned based on the scale provided. Grades will not be rounded beyond that stated below. Students are responsible for verifying that all electronic submissions are correctly uploaded. All scores will be based on what is submitted by the deadline. The possible points for each assignment are as follows:

Grade Composition:

Weekly Activity (70%)	
Attendance/In-class Participation (including zoom meetings)	10%
Threaded Discussion	20%
Quizzes	40%
Case Study (10%)	10%
Final Paper	20%
Course Total	100%

Weekly Activity (70% of grade): “Weekly Activity” is a critical part of the class. *****Regarding weekly activities, late submissions will be penalized by 10% for any full or partial day late***** If your assignment is turned in at 12:01 am, it is considered late!! Be sure to turn in all assigned work for grading by the deadline. Your “weekly activity” grade will consist of the following:

1. **Attendance/In-class Participation (10%):** Participation is a critical part of the class. Your participation grade will be graded based on your attendance and in-class participation, including team-based zoom meetings. Students will be responsible to report an absence in advance for reasonable reasons to avoid penalty. ***Your active participation*** may increase your chance to have bonus points throughout this course.
2. **Threaded Discussion (20%):** Students will be asked to provide their own thoughts related to the weekly discussion topics. Reply to **two or more Threaded Discussion topics by Friday 11:59pm**. This activity allows students to reflect on each week’s lessons and apply knowledge in the textbook to real-world problems.
3. **Four Quizzes (40%):** Students’ learning will be also assessed by quizzes. The four quizzes will be used to replace mid-term exam and should be completed by **Sunday 11:59pm by the deadline. Two attempts** at each weekly quiz, where you receive the highest grade of the attempts made. The quizzes are timed to enhance the academic experience and promote mastery of the material. Students must have a reliable internet connection as quizzes cannot be reset. Once you start the quiz you cannot stop; should you stop or exit the browser, your grade will be recorded accordingly.

Case Study (10% of grade): For this case study project, students will use the learned theories together with life experience to analyze a real organization case in a group. Students are expected to develop the report with valid references to support their arguments in the trend report. See detailed assignment requirements in Canvas.

Final Paper (20%): Students will be responsible for writing a short paper over a supervisor from a newspaper, a magazine, or online article.

- Students will be responsible for applying/incorporating supervision theories into the paper.
- Papers should be between 5 -6 pages in length.
- The paper must be written in Times New Roman font (size 12) and double-spaced.
- You must include a proper APA 7th edition citation so that I can easily find the article and supervisor you wrote about.

The detailed guidelines will be provided on Canvas.

Grading scale: Students will be evaluated based on the grading scale below.

A	90% - 100%
B	80% - 89.9%
C	70% - 79.9%
D	60% - 69.9%
F	≤ 59.9%

Note: Final grades will not be rounded or adjusted based on proximity to these cut-points.

Grading Philosophy: I understand that the process of receiving grades can inhibit the learning process. I endeavor to create a safe learning environment. As part of that environment, you have several opportunities to maintain a high grade in the course, including:

- Two attempts at each chapter quiz, where you receive the highest grade of the attempts made.
- All quizzes and exams are open book. However, it will be timed so it is important to prepare for them properly and in a timely manner.
- Bonus opportunities throughout semester.
- Timely feedback on assignments.
- Course schedule in the Syllabus may be altered during the semester due to unforeseen circumstances.

Course outline/major topics studied:

Week	Dates	Topics/Assigned Readings	Readings	Note
1	08/24~08/30	Tradition and Contemporary Trends of Supervision The Supervisor as Leader	Syllabus + Ch. 1&2	Quiz 1 due 08/30
2	08/31~09/06	Groups, Teams, and Powerful Meetings	Chapter 3	
3	09/07~09/13	Corporate Social Responsibility, Ethics, and Sustainability	Chapter 4	Quiz 2 due 09/13
4	09/14~09/20	Managing Diversity	Chapter 5	
5	09/21~09/27	Reaching Goals: Plans and Controls	Chapter 6	
6	09/28~10/04	Organizing and Authority	Chapter 7	Quiz 3 due 10/04
7	10/05~10/11	Problem Solving, Decision Making and Creativity Ensuring High Quality and Productivity	Chapters 8&9	
8	10/12~10/18	Communication: Theory and Modern Media	Chapter 10	
9	10/19~10/25	Motivating Employees Problem Employees: Counseling and Discipline	Chapters 11&12	Quiz 4 Due 10/25
10	10/26~11/01	Managing Conflict and Change	Chapter 14	Case Study Due 11/01
11	11/02~11/08	Managing Time and Stress	Chapter 13	
12	11/9~11/15	Selecting Employees	Chapter 15	
13	11/16~11/22	Providing Orientation and Training Appraising Performance	Chapters 16&17	
14	11/23~11/29	Thanksgiving		
15	11/30~12/11	Supervision Paper		Final Paper Due 12/11

Disclaimer: Course schedule is subject to change, and you will be responsible for abiding by any such changes. Your instructor will notify you of any changes.

University Policies and Information Highlights*:

Final Exam Policy

Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members are required to maintain student final examination papers for a minimum of three months following the examination date.

Academic Honesty and Academic Misconduct

The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the [Student Conduct and Discipline policy](#) (Links to an external site.) in the Student Manual Of Operating Procedures (Section 8).

COVID Guidance

- **Information for Classrooms and Laboratories:** It is important to take the necessary precautions to ensure a healthy and successful year. UT Tyler continues to urge you to protect yourselves against the flu, COVID and any new threats that may be developing. Be diligent about preventive measures such as washing hands, covering sneezes/coughs, social distancing, and vaccinations, which have proven to be successful in slowing the spread of viruses. Encourage those who don't feel well to stay home, and if they show symptoms, ask them to get tested for the flu or COVID. Self-isolation is important to reduce exposure ([CDC quarantine/isolation guidelines](#) (Links to an external site.)). Please work with your faculty members to maintain coursework and please consult [existing campus resources](#) (Links to an external site.) for support.

Using AI Tools

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy.

For this course, AI is permitted only for specific assignments or situations, and appropriate acknowledgment is required.

This course has specific assignments where artificial intelligence (AI) tools (such as ChatGPT or Copilot) are permitted and encouraged. When AI use is permissible, it will be clearly stated in the assignment directions, and all use of AI must be appropriately acknowledged and cited. Otherwise, the default is that AI is not allowed during any stage of an assignment.

***You can find the details of university policies in the following areas in the "University Policies and Information" page on the class Canvas site.**

- Withdrawing from Class

- Incomplete Grade Policy
- Grade Appeal Policy:
- Disability/Accessibility Services
- Military Affiliated Students
- FERPA
- Absence for Official University Events or Activities
- Absence for Religious Holidays
- Campus Carry