Supervision: Concepts & Skill-Building, 10e
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Detailed List of New Features

A Supervision Challenge - Almost all new for the 10e, each chapter opens with a challenge current supervisors may face on the job. Each provide a corresponding discussion exercise section at the end of the chapter titled, “Meeting the Challenge”.

Supervisors in Action – Nestled within each chapter, not in separate boxes, the 10th edition includes examples of how the concepts being studied arise in the lives of real supervisors.

Learning Highlights – Real-world illustrations depicting supervisors meeting daily challenges are boxed off in each chapter. These illustrations are carefully chosen and placed within the chapter to make the reading more applicable, interesting, and lasting. All of these highlights have been extensively updated or are new for the 10th edition. Learning Highlights include: Supervision and Ethics, Supervisory Skills, Practical Advice for Supervisors, Supervision and Diversity, and Supervision: New Trends.

New Learning Highlight – Supervisor as Leader - This new learning highlight focuses on how supervisors function as leaders in the workplace.

Problem-Solving Cases – Each chapter contains a short case that further applies the chapter’s concepts to various supervision situations. Specially designed questions for each case ask students to focus on solving a supervision problem. For example, the case in Chapter 12, “Suspension of a Sportscaster,” asks students to determine the right of the station to discipline the sports anchor.

Assessing Yourself - Each chapter contains a short, engaging self-assessment quiz, which helps students see the kinds of supervisors they can be. For example, Chapter 5, “Managing Diversity,” presents a questionnaire that students can use to explore their age bias. Discussion questions accompanying the quizzes help students more fully explore the self-assessment results to build better insights about themselves. In the Chapter 5 skills module, for example, students are asked to generate a list of common prejudices people might have against older workers.
Class Skills Exercises - A skills exercise is an activity specifically designed to help students develop supervision skills. Each skills module contains two exercises that vary in format and design. Some exercises are designed to be completed by individuals, whereas others are designed to be completed as groups. Most exercises can be used either in class or out of class. For example, the skills exercises for Chapter 6 focus on developing goal-setting skills and controlling skills.

Retained Features

SmartBook tailors content to the individual student - As part of McGraw-Hill Education’s Connect, SmartBook prepares students for class, guiding them through the chapters and highlighting what they need to learn and helping them study more efficiently and effectively. SmartBook is proven to strengthen memory recall, keep students in class, and boost grades. By helping students master core concepts ahead of time, SmartBook enables instructors to spend more meaningful time in the classroom. Through real-time reports, instructors can also track class or individual student performance on chapter topics or completion of chapter readings.

Connect – Instructors Manual includes lecture notes and supplemental exercises to use both inside and outside of the classroom; testbank questions are categorized by topic, learning object, level of difficulty, Bloom’s Taxonomy, and accreditation standards; a full suite of color PowerPoint slides distills key concepts and objectives from each chapter in the book.

Chapter by Chapter Changes

Part 1: What is a Supervisor?

Chapter 1: Supervision: Tradition and Contemporary Trends

New “A Supervision Challenge: that focuses on supervising remote workers.
New “Meeting the Challenge” exercise that refers back to the Supervision Challenge.

Chapter 2: The Supervisor as Leader (Chapter 8 in the 9e)

• New “A Supervision Challenge” - an example from Kraft Foods is used to illustrate how company history can be used to inspire employees.
• New coverage also focuses on various approaches to leadership, how desirable leadership traits vary in different cultures around the world, and how to be a good, ethical role model to employees.

Part 2: Modern Supervision Challenges

Chapter 3: Groups, Teams, and Powerful Meetings

• New examples of how to make meetings more productive, encourage participation, and save time.
• New Problem-Solving case on fitting in with an established team.
• New skills exercise that provides an agenda and ask students to run a meeting based on that agenda.

Chapter 4: Corporate Social Responsibility, Ethics, and Sustainability

• Updated “A Supervision Challenge” that discusses the sales scandal at Wells Fargo branches.
• New examples of sustainable companies.
• New Problem-Solving case that focuses on the water crisis in Flint, Michigan as a failure of ethical responsibility.

Chapter 5: Managing Diversity

• New coverage and examples of handling unconscious bias in the workplace.
• New examples of multiple generations in the workplace.

Part 3: Functions of the Supervisor
Chapter 6: Reaching Goals: Plans and Controls
• New “A Supervision Challenge” on UPS.
• New “Meeting the Challenge” feature.
• New “Supervision as Leader” box about employees’ time management.

Chapter 7: Organizing and Authority
• New “Supervisor as Leader” box about effective delegation.
• New Problem-Solving case that discusses Volkswagen emissions fraud.

Chapter 8: Problem Solving, Decision Making, and Creativity
• New “Supervision Challenge” on Dirty Lemon, an online beverage company.
• New “Meeting the Challenge” feature.
• New Problem Solving case about encouraging creativity at work.
• Revised discussion of determining probabilities.

Chapter 9: Ensuring High Quality and Productivity
• New “Supervisor as Leader” box on Oprah Winfrey and productivity.
• New Problem-Solving case about Pal’s Sudden Service.

Part 4: Skills of the Supervisor
Chapter 10: Communication: Theory and Modern Media
• New discussion about clothing and workspace as sources of nonverbal messages.
• New “Supervisor as Leader” box about using social media.
• New role-play exercise for practicing communication skills.

Chapter 11: Motivating Employees
• New examples of motivational techniques.
• New “Supervisor as Leader” box that focuses on building trust.

Chapter 12: Problem Employees: Counseling and Discipline
• New “Supervisor as Leader” box about writing warning letters.
• New Problem-Solving case based on Mark Giangreco’s suspension from WLS-TV in Chicago.
• New Class Skills exercises about suspensions of TV anchors.

Chapter 13: Managing Time and Stress
• New “Supervisor as Leader” box on promoting health and wellness.
• Revised time log illustration.

Chapter 14: Managing Conflict, Change, and Politics
• New “Supervision Challenge: that discusses the topic of coaching millennials.
• Revised “Meeting the Challenge” feature.

Part 5: Supervision and Human Resources
Chapter 15: Selecting Employees
• New coverage on the benefits of difficult interviews, job sites that may discriminate against older workers,
and “ban the box” legislation.
- New “Supervisor Challenge” that discusses the use of social media in recruiting.
- New Example of Snapshot as a hiring tool at McDonald’s (Australia).

Chapter 16: Providing Orientation and Training
- Updated discussion of the role of technology in orientation and training.
- New “Supervisor as Leader” box on being a mentor.
- New Problem-Solving case on training employees as part of an emergency response plan.

Chapter 17: Appraising Performance
- New “Supervisor Challenge” on trends in performance appraisal at IBM.
- New Problem-Solving case on appraising millennials.

Appendix A: Supervision Laws: Health and Safety, Labor Relations, Fair Employment
- Focuses on practical legal information relevant to successful supervision.

Appendix B: The Supervisor’s Career Path: Finding a Career that Fits
- A rich career resource for students regarding finding that first job, perhaps a supervision job, as well as managing a career.
- Emphasizes important topics such as setting career goals, preparing for a job search, and interviewing essentials.
- Internet resources are pinpointed from which students can get help with self-assessments of their personality and skills, resume building, job-hunting resources, and how to evaluate a good job offer.
- Designed to be a vital topic for course discussion as well as a valuable reference guide as students begin and manage their careers.