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# **COURSE SYLLABUS**

## **Employee Selection and Succession Management**

**Human Resources Design 351**

**SUMMER, 2006**

**Module II**



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## HRD 351: Employee Selection and Succession Management

**Class Dates:** Thursdays  
(July 13, 20, 27 and August 3, 10, 17 and 24)

**Class Hours:** 7:00 – 9:50 PM

**Class Location:** Stauffer 106

**Instructor:** Barbara Kaufman, Ph.D.  
President, ROI Consulting Group, Inc.

**Office Telephone:** 760.324.3271

**Home Telephone:** 760.202.8852

**Office Fax:** 760.324.5612

**e-mail Address:** drbarbkaufman@earthlink.net

### **Office Hours:**

Scheduled appointments are welcome before class, as well as phone appointments and email consultation.

### **Required Readings:**

Butler, Timothy, James Waldroop. “Job Sculpting: The Art of Retaining Your Best People.” Harvard Business Review September-October (1999)

Drucker, Peter F. “Managing Oneself.” Harvard Business Review March-April (1999)

Fulmer, Robert M., Conger, Jay A. (2004). Growing Your Company’s Leaders: How Great Organizations Use Succession Management to Sustain Competitive Advantage. New York, NY: AMACOM ISBN: 0-8144-0767-6

Quinn, James Brian, Philip Anderson, Sydney Finkelstein. “Managing Professional Intellect: Making the Most of the Best.” Harvard Business Review March-April (1996)

Stauffer, David “Cultural Fit: Why Hiring Good People is No Longer Good Enough.” Harvard Business Review quarterly (1998)

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**Required Readings: (Continued)**

Smart, Bradford D., (1999). Topgrading: How Leading Companies Win By Hiring, Coaching And Keeping The Best People. Paramus, New Jersey: Prentice Hall. ISBN: 0735200491

Ulrich, Dave, Smallwood, Norm. “Capitalizing on Capabilities.” Harvard Business Review. June 2004.

**Additional Required Readings:**

Case in Point: Retaining Talent. Harvard Business School Publishing.

**Course Description:**

This course is a graduate-level treatment of recruiting and selecting the right people in the right jobs at the right time. Processes and practices required to ensure effective selection and utilization of talent to enhance organizational competitiveness, while also increasing employee capability to contribute to both organizational and professional objectives will be covered. We will also discuss issues such as external and internal forces that affect recruitment, selection and the planning process. Particular attention will be paid to identifying and placing talent, preparing the organization to leverage the benefits of an effective selection and succession management process and to linking these approaches to organizational objectives.

**Course Objectives:**

1. Develop a basic understanding of the theory, practice, principles, concepts and language of employee selection, recruiting, career management and succession management.
2. Develop an understanding of recruitment, staffing and career management processes and how these elements interrelate.
3. Learn how to develop an integrated recruitment and selection strategy in both traditional and new economy organizational environments.
4. Understand the key elements of succession management to sustain competitive advantage.

**Course Expectations:**

At the conclusion of the course, students should be able to:

- Develop recruitment and selection strategies for their organization
- Align recruitment and selection strategies with organizational goals and demonstrate effectiveness to management
- Incorporate behavioral interviewing techniques into applicant selection processes
- Understand the career management process from both the employer and employee perspectives.
- Understand the linkages between professional development and succession management.

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## **Course Requirements:**

*Article and mini paper (20%) – One fifteen-minute presentation. Due: July 27, 2006*

- Each student will select one Presentation Topic with Instructor's approval and prepare a presentation, which will be distributed to and discussed by the class.

*Case in Point: Retaining Talent Application Tool (15%)*

- Complete Retaining Talent Application Tool and preparation for class discussion.

*Top Grading or Succession Management Paper (40%) – Presented in class, August 24, 2006*

- This paper will cover Top Grading or Succession Management and the linkages to organizational performance.

*Class Participation (25%)*

Participation will be evaluated on:

- Active involvement in and contributions to class discussions
- Active participation in small group discussions and exercises
- Timely Attendance

*Note:* Assignments that are not turned in on the required date will be downgraded.

**Course Schedule:**

<b>SESSION:</b>	<b>COURSE INTRODUCTION:</b>	<b>ASSIGNED READINGS:</b>	<b>ASSIGNMENTS DUE:</b>
July 13, 2006	<ul style="list-style-type: none"> <li>• <b>Strategic frameworks for recruitment, selection and talent management</b></li> </ul>	Smart: Chapters 1, 2, 13	
July 20, 2006	<ul style="list-style-type: none"> <li>• <b>Cost of “mis-hires”</b></li> <li>• <b>Needs assessment</b></li> <li>• <b>How to Top Grade (Guest Speaker)</b></li> </ul>	Smart: Chapters 3, 4, 5, 6  Article: “ <i>Culture Fit: ...</i> ”	Mini-paper topic approval ( <i>bring the article you’ve selected</i> )
July 27, 2006	<ul style="list-style-type: none"> <li>• <b>Recruitment Strategies and Best Practices</b></li> </ul>	Smart: Chapters 7, 8  Article: “ <i>Managing Oneself</i> ”	<ul style="list-style-type: none"> <li>• Article and mini-paper</li> <li>• 10 minute individual presentations</li> </ul>
Aug. 3, 2006	<ul style="list-style-type: none"> <li>• <b>Interviewing Techniques</b></li> <li>• <b>Internal candidates</b></li> <li>• <b>Avoiding mis-hires</b></li> </ul>	Smart: Chapters: 11 – 12  Article: “ <i>Job Sculpting</i> ”  Case in Point: Retaining Talent	<ul style="list-style-type: none"> <li>• Complete the Retaining Talent Application Tool</li> </ul>
Aug 10, 2006	<ul style="list-style-type: none"> <li>• <b>Selection Process Behavioral event interviewing (Role play exercise)</b></li> <li>• <b>Succession Management</b></li> </ul>	Smart: Chapters 9, 10 Fulmer: Chapters 1, 2, 3  Article: “ <i>Managing Professional Intellect</i> ”	<ul style="list-style-type: none"> <li>• Role play exercise</li> </ul>
Aug. 17, 2006	<ul style="list-style-type: none"> <li>• <b>Succession Management</b></li> </ul>	Fulmer: Chapters 4, 5, 6  Article: “ <i>Capitalizing on Capabilities</i> ”	<ul style="list-style-type: none"> <li>• Status report on papers due August 24<sup>th</sup>.</li> </ul>
Aug. 24, 2006	<ul style="list-style-type: none"> <li>• <b>Succession Management</b></li> </ul>		<ul style="list-style-type: none"> <li>• Top Grading or Succession Mgmt. papers presented.</li> </ul>