MSA 608 SYLLABUS

I. IDENTIFYING INFORMATION

Course: MSA 608
Course Title: Succession Planning
EPN: 22340773
Term: Fall I, 2017
Location: Rowe 229 (Note: Location changes to Rowe 205 for October class sessions)
Course Days and Times: Wednesdays 5:30-10:20 p.m. – (08/30 – 10/18/17)
Instructor: Dr. David Freed
E-Mail Address: freed1de@cmich.edu
Phone Numbers: Cell: 517-290-0564
Office Hours: Before and after class sessions, by appointment, and always available by phone.

Academic Biography:

The instructor holds a B.A. degree from the University of Michigan-Flint, an M.S. degree from Michigan State University, and a Doctorate in Public Administration from Western Michigan University. He has held a variety of managerial and executive positions working for the State of Michigan for over 32 years, and has taught in the MSA Program for over 17 years. Dr. Freed is currently an Assistant Professor in the Master of Science in Administration Degree Program at Central Michigan University. He teaches MSA 502, 503, 510, 600, 601, 603, 604, 608, 698, and 699.

Blackboard:
Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter https://blackboard.cmich.edu/webapps/login/. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at https://blackboard.cmich.edu/webapps/login/.

II. COURSE DESCRIPTION

Examines processes and practices required to effectively use succession planning as a part of a talent management strategy, and to link these approaches to organizational objectives. This course may be offered in an online or hybrid format.
III. PREREQUISITES

None

IV. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

Title: Effective Succession Planning
Author: Rothwell, W.J.
Edition: 5th
Publisher: AMACON
Required: Yes

A Harvard Business Review case study is required for additional purchase ($8.95) and will be used in a group case study project. The Purchase link will be provided in Bb.

V. COURSE GOALS AND OBJECTIVES

After successful completion of this course, the student will be able to:

1. Identify and explain the theory, practice, principles, concepts and language of employee selection, recruiting, career management in regards to succession management.
2. Analyze the interrelatedness of recruitment, staffing, and career management processes.
3. Develop an integrated recruitment strategy for various organizational environments.
4. Incorporate the key elements of succession management into an organization’s strategic goals.
5. Propose a succession planning process and implementation plan that supports an organization’s business strategy.
6. Evaluate methods of assessing performance and potential as part of succession management.
7. Compare various communication strategies for succession planning.
8. Recommend strategies for successfully creating a diverse talent pool.

VI. METHODOLOGY

Course methodology will include, but is not limited to, lecture, discussion, current issues, case study review, examinations, research papers, presentations, and group activities.

VII. COURSE OUTLINE

Course Outline:

The week starts on Monday and ends on Sunday in this course. Most assignments/tasks are due by the end of the assigned week unless otherwise specified and/or announced. Week 8 ends on Friday at 11:59 PM! U.S. Eastern Time
<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Readings**</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Getting Started!</td>
<td>Syllabus &amp; Bb Tutorials</td>
<td>- pre-class tasks</td>
</tr>
</tbody>
</table>
| August 30 | - What is Succession Planning and Management  
- Trends Influencing Succession Planning and Management | - Rothwell: Chs 1 & 2. | - Discussion 1 |
| Sept. 6 | - Moving to a State-of-the-Art Approach  
- Competency Identification, Values Clarification, and Ethics | - Rothwell: Chs 3 & 4. | |
| Sept. 13 | - Making the Case for Major Change  
- Starting a Systematic Program  
- Refining the Program | - Rothwell: Chs 5,6,7. | - Discussion 2  
- Scholarly Journal Article Review Paper |
| Sept. 20 | - Assessing Present Work Requirements and Individual Job Performance  
- Assessing Future Work Requirements and Individual Potential | - Rothwell: Chs 8 & 9. | - Midterm Exam |
| Sept. 27 | - Developing Internal Successors  
- Assessing Alternatives to Internal Development | - Rothwell: Chs 10 & 11. | - Discussion 3  
- Case Study Group Project: Paper |
| Oct. 4 (location changes to Rowe 205 for the remainder of the semester) | - Integrating Recruitment with Succession Planning  
- Integrating Retention with Succession Planning | - Rothwell: Chs 12 & 13. | - Discussion 4  
- Development of a Succession Plan Paper |
| Oct. 11 | - Using Technology to Support Succession Planning and Management Programs  
- Evaluating Succession Management and Planning Programs | - Rothwell: Chs 14 & 15 | - Case Study Group Project: Presentation |
| Oct. 18 | - The Future of Succession Planning and Management | - Rothwell: Ch 16. | - Final Exam |

** Additional course materials may be assigned. See the weekly folders for details.

**Post-Class Assignment:**

None. All work is completed by the end of week 8.

**Student Involvement Hours:**

It is critical to be prompt with your reading, homework, exams and other education duties. It is recommended you spend at least 9-12 hours per week on this course. Some weeks will not as much but others will be time consuming.
VIII. CRITERIA FOR EVALUATION

Final grades will be based on performance on the two exams totaling (300 points); Case Study Group Project Paper (150 points) and Presentation (50 points); Scholarly Article review paper (100 points); Development of a Succession Plan Paper (200 points); and Discussion Boards (100 points). Participation in live sessions (100 points) will be evaluated on the basis of (1) the regularity of the students’ participation, (2) whether the students take the leading roles in certain discussions, (3) asking reading-informed questions about course subject matter, (4) in a group, whether the students play the roles of leaders and followers well.

All papers should reflect graduate-level writing (proper grammar, sentence structure, and spelling). All papers are to follow APA format and the student must keep a copy for their records.

**Scholarly Article Review Paper:**

This is a 3-4 page paper (excluding the Title page and References page). You need to find a scholarly journal article related to succession planning, and written in the past five years. The first half of the paper should be a summary of the article. The second half of the paper should be your critique of the article (what do you agree and/or disagree with), and your reasoning. Be sure to provide the APA citation for the article at the end of the paper on a separate References page. The paper is due by the end of Week 3.

**Group Case Study Project Paper**

This is a 12-15 page paper analyzing the case study assigned in Blackboard. This paper should include

a. A brief summary of the case (no more than two pages)
b. Answers to the seven Study Questions at the end of the case.
c. What your group has determined to be the two most critical aspects of the case, and why.
d. What your group would have done differently, and why.

Each group will also deliver a presentation on this case study.

**Development of a Succession Plan Paper**

This is an 8-10 page paper where you will individually develop a succession plan for an organization of your choosing. This should preferably be an organization where you currently work, or one that you have worked at in the past. You may also choose an organization that you are familiar with, or that the general reader would know.

Utilizing the course textbook and course readings/articles, as well as your own professional opinion, develop a succession plan for the organization. The plan should address one or more aspects from each of chapters 5-15 of the Rothwell textbook.
Discussion Boards

Discussion Boards are your opportunity to engage with your colleagues regarding the class materials and your personal opinions. Make your post to the Discussion Boards no later than Wednesday (15 points) of the week they are assigned. Respond to at least two other posts (5 points each) by Sunday (end of the week).

The expectation is that the posts will be thoughtful and responsive to the material being covered. No credit will be given to posts that just say, “Good post”, or “I agree with what you stated”, or similar phrases. The discussion should be scholarly in nature.

Mid-Term and Final Exams

The exams will consist of short essay questions (2-3 paragraphs). The questions will be designed to elicit your thoughts and opinions regarding the course materials.

Grading Scale:

Grades listed on Blackboard will be scored in terms of course points. Feedback on assignments will also be presented in Blackboard. There is a total of 1000 course points possible. Course assignments and points are listed as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarly article review paper</td>
<td>Four-page paper</td>
<td>100 points</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>Short essay questions</td>
<td>150 points</td>
</tr>
<tr>
<td>Final Exam</td>
<td>Short essay questions</td>
<td>150 points</td>
</tr>
<tr>
<td>Discussion Board Participation</td>
<td>(4 at 25 points per forum)</td>
<td>100 points</td>
</tr>
<tr>
<td>Participation</td>
<td>(8 at 12.5 points per session)</td>
<td>100 points</td>
</tr>
<tr>
<td>Case Study Group Project Paper</td>
<td>-</td>
<td>150 points</td>
</tr>
<tr>
<td>Group Project Presentation</td>
<td>-</td>
<td>50 points</td>
</tr>
<tr>
<td>Succession Plan Paper</td>
<td>- Development of a Succession Plan</td>
<td>200 points</td>
</tr>
<tr>
<td>TOTAL POSSIBLE POINTS:</td>
<td></td>
<td>1,000 points</td>
</tr>
</tbody>
</table>

Final semester grade is on a percentage scale (points earned / total points) as follows:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>94% or above</td>
<td>A</td>
</tr>
<tr>
<td>90% - 93%</td>
<td>A-</td>
</tr>
<tr>
<td>87% - 89%</td>
<td>B+</td>
</tr>
<tr>
<td>84% - 86%</td>
<td>B</td>
</tr>
<tr>
<td>80% - 83%</td>
<td>B-</td>
</tr>
<tr>
<td>Below 74%</td>
<td>E</td>
</tr>
</tbody>
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Course Policies and Expectations:

Attendance and Participation: Required.
Attendance, demonstrated in task participation, is mandatory to be able to contribute in a timely manner to course learning experiences. There will be no exceptions to this policy.
**Late Assignments:** Late assignments will not be accepted unless pre-approved by the faculty member. If pre-approved, (i.e. papers, exams) will be penalized 10% of the assignment grade for each day the assignment is late. Late assignments may be submitted to the instructor via email attachment. However, receipt of a late assignment via email is subject to verification of the attachment’s functioning.

**Make-ups and Rewrites:** There are no make-up assignments or rewrites. There will be no extra-credit assignments or extra-credit work accepted at any time during this course, unless specifically approved by the professor.

**Academic Integrity:** Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin ([https://bulletins.cmich.edu/](https://bulletins.cmich.edu/)).

**Student Rights and Responsibilities:** Each member of the Central Michigan University community assumes an obligation regarding self-conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at [https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx](https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx).

**IX. SUPPORT SERVICES AND OTHER REQUIREMENTS**

**Library Services:** CMU offers you a full suite of library services through the University Library. Reference librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the library website at [https://www.cmich.edu/library/Pages/default.aspx](https://www.cmich.edu/library/Pages/default.aspx) for more information.

**Writing Center:** The CMU Writing Center is a free service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. For additional information and to submit work, visit [https://www.cmich.edu/colleges/chsbs/Centers/WritingCenter/Pages/default.aspx](https://www.cmich.edu/colleges/chsbs/Centers/WritingCenter/Pages/default.aspx).

**Mathematics Assistance Center:** The CMU Mathematics Assistance Center provides free tutoring in mathematics and statistics to students enrolled in select courses. Tutoring is available online and via telephone. To see what courses qualify and to register with the Math Assistance Center, visit [https://www.cmich.edu/colleges/cst/math/Pages/Mathematics-Assistance-Center.aspx](https://www.cmich.edu/colleges/cst/math/Pages/Mathematics-Assistance-Center.aspx).
ADA: CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact the Student Disability Services office in Park Library 120, telephone (989) 774-3018 and TTY (989) 774-2568 or sds@cmich.edu. Please see additional ADA information and forms at https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx

Note: CMU Administration will notify faculty if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

X. BIBLIOGRAPHY

Books


**Articles**


