Description:

This course is about exercising leadership as a manager, through working strategically, humanely, and effectively with people. A key managerial job is to get an organization’s work done by working with and through other human beings - often called your “staff.” Your ability to recruit, motivate, train, develop, collaborate with, empower, give feedback to, hold accountable, and learn with and from them is crucial to your success and your organization’s, whether it is public, proprietary, nonprofit, or nongovernmental. This course will address critical elements in managing people for whose work you are accountable. The course uses cases, social scientific analysis, and self-assessment tools to learn about key areas of people management, including: changing social and psychological expectations of employment, the structure and organization of work, organizational culture, training and development, performance appraisal, labor-management relationships, work-family integration, and the distinction between managing and leading. Active student participation and presentations will be a key element in the class. Enrollment limited.

Prospectus:

Objectives of the Course: This course will familiarize managers with key human resource management policies, practices, and dilemmas, and draw reflectively upon their experience and knowledge to prepare them for more effective work with people they are responsible to lead.

Course Outline: We will use cases, social scientific analysis, and tools for self-assessment to learn about elements of HR management including: the design of work to maximize individual and group effectiveness, giving and receiving feedback, motivation and team-building, dealing with organizational change, labor-management relationships, work-family integration, changing expectations of employment, handling role and interpersonal conflict, and the distinction between managing and leading. Skills we focus on include: motivating, training, developing others, structuring collaboration, and ongoing learning.

Audience: This course assumes at least one year of practical management experience in a public or private organization. If you have never supervised or managed people, this may not be the course for you. It is designed for program and line managers, not human resource professionals, so no formal HR training is required. MPAs and MPP2s are most likely to benefit from the class experience. While much course material is from the U.S., cross-cultural issues are addressed and international students are welcome.

Expectations of Students: This class requires active, regular participation in discussions, work with small groups, class presentations, and reflective and analytic writing. You must be willing to examine your own attitudes and behavior to develop as a manager. The grade will be determined with two-thirds emphasis on written work and one-third on class participation and presentations. There is no in-class exam, but a final paper will be required.

Course Materials: The class will rely mainly on CMDO course books and cases, but will include one major textbook and several other reference books, some of which will be optional.
Course Syllabus:

STM 501 - Leading and Managing People  
(formerly: STM 501: Strategic Human Resource Management)  
Kennedy School of Government  
Harvard University  
Instructor: Professor Susan C. Eaton  
Littauer 130  
Taubman 458, Wiener Center (495-0869)Tu/Th 11:30 to 1:00 PM  
susan_eaton@harvard.edu

Spring 2000  
Office Hours: Thursday 3 to 5 PM.  
If you cannot attend office hours, please request an appointment via email.

Faculty Assistant:  
Michael Blackmore, Taubman 459-B (496-1074),  
michael_blackmore@harvard.edu

Course Assistants:  
Ariel Castiglioni, 617-666-4278,  
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Office hours: to be announced

Objectives of the Course:

This course will familiarize managers with key human resource management policies, practices,  
skills, and dilemmas, and draw reflectively upon their experience and knowledge to prepare them for  
more effective work with people they are responsible to lead. It focuses particularly on managing and  
leading people in values-based organizations.

Participants' Prerequisites:

This course assumes at least one year of practical management experience in a public or private  
organization. If you have never supervised or managed people, this is not the course for you. It is  
designed for program and line managers, managers of managers, and top organizational leaders,  
rather than human resource professionals, so no previous formal HRM training is required. We will  
not discuss details of personnel administration, but will cover skills that an actor/manager would use  
in any setting, with special attention to the implications of managing in public and non-profit or non-  
governmental environments. MPAs and MPP2s are most likely to benefit from the class experience.  
While much course material is from the U.S., cross-cultural issues are addressed and international  
students are encouraged to enroll.

Limited Enrollment:

The class will be limited to 55 students to keep participation viable. First preference will go to  
Kennedy School graduating students, including Fellows taking the class as full participants. Next  
preference will go to all other Kennedy School students, with a random drawing determining  
admission and wait list status if there are too many. Finally, all other interested students will be  
treated equally in a random drawing.
All those who apply for admission to the class must meet the pre-requisite of one year's management experience unless it is waived by the professor in writing. On the first day of class, students will fill out short forms summarizing their work experience.

If it is necessary to limit enrollment, a list of students admitted and a waiting list in order of admission based on the drawing will be posted and sent to the KSG Registrar's office by Friday February 4 so students can know of their status before study cards are submitted.

**Expectations of Students:**

This class requires active, regular participation in discussions, limited work with small groups, class presentations, and reflective and analytic writing. You must be willing to examine your own attitudes and behavior to develop as a manager, as well as to share your experiences and lessons from them. The grade will be determined with two-thirds emphasis on written work and one-third on class participation and presentations. There is no in-class exam, but a mid-term and final paper will be required. Also we will ask for regular feedback and hope you will provide it.

We will have a web site for the course, and if you wish to participate in a web-based discussion, that will be considered in determining your participation grade, but will not be a complete substitute for class participation. Also, students will be asked at the end of class to identify peers who contributed the most to class learning.

**NOTE** that there is a small amount of reading required for the first full day of class, February 1. Please buy the first week's course packet or read the material on reserve at the KSG library and come prepared to discuss it. This is the best way to learn if this class will be of interest to you.

Finally, all required reading is to be completed before each class and is listed under the date it will be discussed. Readings titled "recommended" are **NOT** required, but are for your own further study if you choose in this particular area. If you do a paper or case study on a particular topic, you may want to refer to them.

**Obligations of Faculty and Staff:**

We commit to managing the course carefully and professionally; providing clear expectations; developing and enforcing shared norms; soliciting, considering, and responding to feedback from students; providing timely feedback to written work; being accessible to students needing clarification or help; holding learning and openness to new ideas as our goals, as well as yours; and creating a supportive environment for diverse opinions and for professional growth.

**Course Requirements and Grading:**

1. Three 500-750 word (two to three page) reflection papers
These are short "thought papers" reflecting on the connection between your own experience and the readings we are doing in a particular area. The first will be due on February 24, concerning your own self-reflection on management and leadership of people in your own life, either as manager or managee, using the Mintzberg managerial check-list as a guide. The second, due March 7, will be on a topic covered before spring break. The third will be on a topic in the final third of the course, due April 20, reflecting on how the readings and/or case material for the topic apply to situations you have encountered. More detailed reflection questions will be given out in class. Papers must be turned in prior to class on the day they are due. These will count 25% of the grade altogether.
2. One Mid-Term (8 to10 page) Paper
In this paper you will write a "case" of your own experience, showing both the dilemmas and the potential solutions you tried (or would have tried) in dealing with an area we have covered so far in class. This will count 15% of the grade. Some of you will "present" your case to the class. This case paper is due at the beginning of class on March 16. Late papers will not be accepted, except in case of emergency or previous written approval.

3. One Final Paper - 15 to 17 pages
A choice of paper topics will be handed out. Your own brief written proposal for a final paper will be due by the end of classes on May 4. The paper itself will be due by 4 PM on the first day of exams, Thursday May 18, 1999. This will count 25 % of the grade. Late papers will have 1/2 letter grade deducted for every 2 days they are late, and will not be accepted after May 23.

4. Class Participation
This includes attending each class, listening, and contributing thoughtfully in class; answering questions posed to you in class; using the class Web discussion site if oral class participation is difficult for you; participating in the team/small group exercise (which will include a short written evaluation by each person); and presenting case materials or your own "case" experiences to the class when requested to do so, and volunteering for role plays. Treating your colleagues with respect is also key to participating effectively. All required readings should be done before class. If you cannot attend a class, advance notice by email or telephone message to a CA is required, except in case of emergency. If you are having difficulty participating in class for any reason, please see Susan Eaton or a CA during office hours or by appointment. Participation will count 35% of the grade. Further information about evaluating participation will be distributed in class and posted on the web site.

Course Materials:
The class will rely mainly on CMO course packets and cases, and will include portions of several textbooks and other reference books, some of which will be optional, some required.
"Recommended" or optional readings will be placed on reserve in the KSG library, as will all required readings and several copies of the required books.

Course Outline:
First we will introduce ourselves and our experience, and define the nature of various frameworks for human resource management, or leading and managing people, with an emphasis on the values assumed in this course's approach. The first seven weeks of the course will focus on crucial people management skills, beginning with recruitment and hiring, through orientation and training, job and work design, performance management and appraisal (accountability), motivation, team work, and leadership development, careers, and moving on to new challenges. These are intended to introduce the major responsibilities any manager requires to effectively lead and manage people, within whatever framework she or he is working.

After the midterm reflection assignment, which requires you to consider these lessons in the context of your own careers and experiences, the class will take up a series of critical dilemmas and challenges for managers today, particularly in the public and not-for-profit sectors. We will consider them in light of the various responsibilities of the first section. These challenges include dealing with change, gender and work and family integration, "invisible work," diversity and affirmative action, organizational culture development and continuous learning, and ensuring employee voice and participation, both organized through unions and in non-union settings. We will conclude with a summary, resource review, and questions to take away for further learning.