

MGMT 224 LEADING DIVERSITY IN ORGANIZATIONS

Fall 2018, Q2 (0.5 cu)

MW 10:30-11:50 a.m. (Room: TBD)

** **Please Note:** Two guest speaker panels will meet on two days this quarter from 4:30-5:30 p.m. in an alternative location instead of at the normal class time/in the normal class location. If you have a scheduling conflict, please contact me to propose an alternative guest speaker event to attend. Brief post-event reflections will be due within 24 hours of attending the event.

INSTRUCTOR

Professor Stephanie J. Creary, Ph.D.

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INDIVIDUAL MEETINGS AND GROUP MENTORING LUNCHES

- **Individual Meetings:** You can schedule a 30-minute appointment with me via TimeTrade: <https://my.timetrade.com/book/R7MQS>
- **Group Mentoring Lunches:** I will be scheduling mentoring lunches with small groups of 3-7 MBA and undergraduate students on Mondays and Wednesdays throughout the quarter. Please sign-up via Canvas.

COURSE OBJECTIVES

People in the workplace are constantly interacting with peers, managers, and customers with very different backgrounds and experiences. When harnessed effectively, these differences can be the catalyst for creative breakthroughs and the pathway to team and organizational learning and effectiveness; but when misunderstood, these differences can challenge employees' values, performance, workplace relationships, and team effectiveness. This course is designed to help students navigate diverse settings more effectively and improve their ability to work within and lead diverse teams and global organizations. It also offers students the opportunity to develop their critical thinking on topics such as identity, relationships across difference and bias, and equality of opportunity in organizations around the world and how they relate to organizational issues of equality of opportunity, inclusion, and effectiveness. Class sessions will be experiential and discussion-based. Readings, self-reflection, guest lectures, case studies, and a final individual or team project will also be emphasized.

By the end of this course, you should be able to:

- 1) Describe current perspectives on the relationships among diversity and inclusion in global organizations
- 2) Evaluate the aspects of your identity and personal experiences that shape how you interact and engage with others and how they interact and engage with you in organizations
- 3) Explain how issues of privilege and bias influence opportunity and effectiveness in global organizations
- 4) Propose ways to make relationships across differences in organizations more effective
- 5) Analyze a company's current approach to leading diversity and use content from this course to propose ways to enhance learning and effectiveness in that company

TEXT AND READINGS

Study.net Course Pack, Penn Library Course Reserve readings, Discussion Questions, and Self-Assessments are available via course Canvas site

REQUIRED ASSIGNMENTS

Class Attendance/Participation including at two pre-approved guest speaker events	30% (300 points)
Individual Self-Reflection Paper	30% (300 points)
Final Individual <u>or</u> Team Project – Audio-Recorded PowerPoint Presentation	40% (400 points)

Class attendance is required including at two pre-approved guest speaker events. Students should not miss more than two classes in order to receive a passing grade in the course. Students who cannot make the scheduled guest speaker

sessions are expected to find alternative events to attend (pre-approval is required). brief post-event reflections will be due within 24 hours of attending the event. Late assignment submissions will not be accepted. More detailed instructions for each of the assignments, grading, and academic integrity policies can be found on the course Canvas site.

EXTRA CREDIT

Mid-Point Course Survey –

5 points

CLASSROOM EXPECTATIONS

- Class starts and ends on time. Sit according to the seating chart. Name tents must be displayed. Late entry or reentry only under exceptional circumstances.
- Phones must be turned off and put away. If a student must keep a phone on by reason of a personal emergency, the student must inform the instructor before class begins. The use of laptops and tablets is not allowed. Please plan to take notes on paper and bring paper copies of cases/articles to class. Penalties may include losing participation points and a reduction in your final class attendance/participation grade.

COURSE OUTLINE

Discussion questions will be posted to Canvas to help you prepare better for class but your responses will not be collected. **Two guest speaker sessions will be held from 4:30-5:30 p.m. in an alternative location instead of at the normal class time/in the normal class location. Students who cannot attend one/either of these will be expected to gain pre-approval to attend a different event(s).**

Date/Topic	Readings	Activities
LEADING DIVERSE ORGANIZATIONS		
Mon. October 22 Intro to diversity in organizations	(1) J. Bourke, N. Wakefield, C. Smith, & H. Stockton, 2014. "From diversity to inclusion" (Course Reserves) (2) M. Williams, 2017. "Numbers take us only so far" (Course Pack)	Group norm setting – Creating a safe space and a brave space
Wed. October 24 Paradigms for engaging a diverse workforce	(1) D. Thomas & R. Ely, 1996. "Making differences matter: A new paradigm for managing diversity" (Course Pack) (2) D. Thomas, 2004. "IBM's diversity strategy: Bridging the workplace and the marketplace" (Course Pack)	Identity needs
Mon. October 29 Diversity and inclusion in the global context	(1) S.J. Sucher, & E. Corsi. 2012. "Global diversity and inclusion at Royal Dutch Shell (A)" (Case, Course Pack) (2) L. Nishii. 2013. Climate for Inclusion Assessment (Canvas)	Climate for inclusion assessment and global considerations activity
Wed. October 31 Social identity differences, Part I	(1) J. Battilana, L. Ramarajan, & Weber, J. 2012. "Claude Grunitzky" (Course Pack) (2) Identity enhancement and conflict self-assessment (Canvas)	GIVE positive identity
Mon. November 5 Social identity differences, Part II	(1) L. Ramarajan & A. Radu, 2014. "Carla Ann Harris at Morgan Stanley" (Case, Course Pack) (2) B. Caza, L. Ramarajan, E. Reid, & S. Creary, "How to make room in your work life for the rest of your self" (Course Pack)	Negotiating multiple identities

Wed. November 7 Meritocracy, privilege, and bias	(1) E. Castilla, 2016. "Achieving meritocracy in the workplace" (Course Reserves) (2) Take the implicit bias test: https://implicit.harvard.edu/implicit/ (3) CNN At This Hour Video: "Thousands of Starbucks Closing for Anti-Bias Training" (Canvas)	Speaking Up <u>(Mid-term survey due 11/9)</u>
CREATING OPPORTUNITY		
Mon. November 12 Equality of opportunity	(1) Times Editorial Board, 2014. "There's family value in paid parental leave." (Course Reserves) (2) S.G. Carmichael. 2018. "Why Walmart expanded parental leave and how to convince your company to do the same." (Course Reserves)	Reciprocity Ring
Wed. November 14 <p style="text-align: center;">Alumni Careers Panel (Room TBD) (4:30-5:30 p.m.)</p> <p style="text-align: center;">* If you cannot make this session, please contact Prof. Creary to propose an alternative event to attend. <u>Post-event reflection within 24 hours</u> (Submit to Canvas)</p>		
Mon. November 19 * Do not come to class today <p style="text-align: center;"><u>Individual Self-Reflection Paper Due by 11:59 p.m.</u></p>		
Mon. November 26 Integrating a cross-cultural and global lens	T. Neeley, 2013. "Englishnization at Rakuten (A)" (Case, Course Pack)	Reinforcement and rewards
Wed. November 28 Building effective work relationships across difference	R. Ely, M.N. Davidson, & D. Meyerson, 2006. "Rethinking political correctness" (Course Pack)	Respectful engagement
Mon. December 3 <p style="text-align: center;">Diversity Leaders Panel (Room TBD) 4:30-5:30 p.m.</p> <p style="text-align: center;">Lever's Diversity and Inclusion Handbook (Course Reserves)</p> <p style="text-align: center;">* If you cannot make this session, please contact Prof. Creary to propose an alternative event to attend. <u>Post-event reflection within 24 hours</u> (Submit to Canvas)</p>		
Wed. December 5 Inclusion and innovation in diverse organizations	(1) D.A. Thomas & S.J. Creary. 2011. "Renewing GE: The Africa Project" (Case, Course Pack) (2) K. Phillips, 2014. "How diversity makes us smarter" (Course Reserves)	Personalized identity work
Mon. December 10 Leading diversity in organizations	S. Creary, 2017. "Leading diversity in organizations: Evidence-based tips, strategies, and takeaways" (Course Reserves)	<u>Final Project Due (Individual or Group)</u>