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 or 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	Assignments
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)	
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)	
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)	
Wed. October 31 Social identity differences, Part I	(1) J. Battilana, L. Ramarajan, & Weber, J. 2012. "Claude Grunitzky" (Course Pack) (2) M. Gentile, 1995. "Ways of thinking about and across difference" (Course Pack)	
Mon. November 5 Social identity differences, Part II	(1) L. Ramarajan & A. Radu, 2014. "Carla Ann Harris at Morgan Stanley" (Case, Course Pack) (2) Identity enhancement and conflict self-assessment (Canvas)	

| **Wed. November 7**
Meritocracy, privilege, and bias | (1) M. Luca, J. Schwartzstein, & G. Subramani. 2017. "Managing Diversity and Inclusion at Yelp" (Case, Course Pack)
(2) E. Castilla, 2016. "Achieving meritocracy in the workplace" (Course Reserves)
(3) Take the implicit bias test: https://implicit.harvard.edu/implicit/ | |

Mon. November 12
Alumni Panel (Room TBD)
(4:30-5:30 p.m.)
* If you cannot make this session, please contact Prof. Creary to propose an alternative event to attend.
Post-event reflection with 24 hours (Submit to Canvas)

CREATING OPPORTUNITY

| **Wed. November 14**
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) | |

Mon. November 19
* Do not come to class today
Individual Self-Reflection Paper Due by 11:59 p.m.

| **Mon. November 26**
Integrating a cross-cultural and global lens | T. Neeley, 2013. "Englishnization at Rakuten (A)" (Case, Course Pack) | |
| **Wed. November 28**
Building effective work relationships across difference | R. Ely, M.N. Davidson, & D. Meyerson, 2006. "Rethinking political correctness" (Course Pack) | |

Mon. December 3
Diversity Leaders Panel (TBD)
4:30-5:30 p.m.
Lever's Diversity and Inclusion Handbook (Course Reserves)
* If you cannot make this session, please contact Prof. Creary to propose an alternative event to attend.
Post-event reflection with 24 hours (Submit to Canvas)

| **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) | |
| **Mon. December 10**
Leading diversity in organizations | S. Creary, 2017. "Leading diversity in organizations: Evidence-based tips, strategies, and takeaways" (Course Reserves) | **Final Project Due (Individual or Group)** |