MGMT 624 LEADING DIVERSITY IN ORGANIZATIONS
Fall 2018, Q2 (0.5 cu)
MW 1:30-2:50 p.m. (Room: Vance 112)
MW 3-4:20 p.m. (Room: Vance 112)
** **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.
sjcreary@wharton.upenn.edu

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, class prep materials are available via course Canvas site

REQUIRED ASSIGNMENTS

Class Attendance/Participation including in team simulation	**30%**	**(300 points)**
SIM Team Sodexo Case Analysis	**30%**	**(300 points)**
Final Individual or Team Project – Audio-Recorded PowerPoint Presentation	**40%**	**(400 points)**

Class attendance is required. The first part of the course, **"Leading Diverse Organizations"** focuses on understanding organizations as contexts that influence diversity and inclusion including the ways that people understand and engage with their identity differences. The second part of the course, **"Creating Opportunity"** is designed to help students navigate and work with their differences more effectively in teams in a simulated work environment (**SIM**). Learning

teams will be required to submit a mini-deliverable at the end of each day that will be used to compute their team's effectiveness over several class sessions. The "most effective diverse team" will be announced on the last day of class.

No more than 2 absences will be allowed. Students who cannot make the scheduled guest speaker sessions are expected to find alternative events to attend (pre-approval is required). Very brief post-event reflections will be due within 24 hours of attending the event. Responses to class preparation questions will be collected randomly to assess individual class preparation (think of this as a version of a "cold call"). 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
Initial and Mid-Point Course Survey –   **5 points each**

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 only allowed for class activities. Penalties may include losing participation points and a reduction in your final class attendance/participation grade.

COURSE OUTLINE

Date/Topic	Readings	Activities
LEADING DIVERSE ORGANIZATIONS		
Mon. October 22 Intro to diversity in organizations	(1) G. Garrett, 2018. "Why diversity is about much more than numbers" (Canvas) (2) M. Williams, 2017. "Numbers take us only so far" (Course Pack)	Creating group norms
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)	Valuing group identities **Initial survey due 10/26**
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)	Understanding global differences
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)	Negotiating multiple identities
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)	Constructing positive identities **SIM 1:** teams announced

CREATING OPPORTUNITY		
(SIM: Team simulation)		
Wed. November 7 Meritocracy, privilege, and bias	(1) E. Castilla, 2016. "Achieving meritocracy in the workplace" (Course Reserves) (2) Take a couple implicit bias tests: https://implicit.harvard.edu/implicit/ (3) SKIM Starbucks Bias Training Team Guidebook (Canvas)	**SIM 2:** Speaking up on diversity issues **Mid-term survey due 11/9**
Mon. November 12 Equality of opportunity	(1) Times Editorial Board, 2014. "There's family value in paid parental leave." (Course Reserves) (2) J. C. Williams, M. Multhaup, & S. Mihaylo, 2018. "Why companies should add class to their diversity discussions" (Course Pack)	**SIM 3:** Working with team member differences

Wed. November 14

Leading Diversity@Wharton Speaker Series
Stories from Wharton Alumni
Location: SHDH 350
4:30-5:30 p.m.
Assignment Due: <u>Post-event reflection within 24 hours</u> (Submit to Canvas)
SIM 4: Working with team member differences

Mon. November 19
* Do not come to class today

D.A. Thomas & S.J. Creary, 2011.
"Shifting the diversity climate: The Sodexo Solution" (Case, Course pack)
SIM 5: Team Case Analysis Due by 11:59 p.m.

Mon. November 26 Building effective work relationships across difference	(1) R. Ely, M.N. Davidson, & D. Meyerson, 2006. "Rethinking political correctness" (Course Pack) (2) K. Rogers, 2018. "The 2 types of respect leaders must show" (Course Pack)	**SIM 6:** Working with team member differences
Wed. November 28 Learning and innovation	(1) S. Jang, 2018. "The most creative teams have a specific type of cultural diversity" (Course Pack) (2) K. Phillips, 2014. "How diversity makes us smarter" (Course Reserves)	**SIM 7:** Working with team member differences

Mon. December 3

Leading Diversity@Wharton Speaker Series
Building Inclusive Workplaces in an Era of Discord: Insights from Diversity Leaders
SHDH 350
4:30-5:30 p.m.
Lever's Diversity and Inclusion Handbook (Course Reserves)
Assignment Due: <u>Post-event reflection within 24 hours</u> (Submit to Canvas)

Wed. December 5 Leading diversity, part I	**TA Support Session: Final Project Work**	
Mon. December 10 Leading diversity, part II	S. Creary, 2018. "Leading diversity in organizations: Evidence-based tips, strategies, and takeaways" (Course Reserves)	**<u>Final Project Due by 11:59 p.m. (Individual or Group)</u>** **<u>SIM winners announced</u>**