

<b>DEREE COLLEGE SYLLABUS FOR:</b>		
<b>MG 4017 Managing Workforce Diversity</b>		<b>UK Level: 6</b> <b>UK Credits: 15</b> <b>US Credits: 3/0/3</b>
(Revised: Spring 2015)		
<b>PREREQUISITES:</b>	None	
<b>CATALOG DESCRIPTION:</b>	Managing the challenges of an increasingly diverse workforce. Individual and group perspectives on diversity. Diversity and the change process; inclusion strategies for the organization's competitive advantage.	
<b>RATIONALE:</b>	Workforce diversity is prevalent in today's workplace, and it will continue to grow in importance—legally and ethically--as diversity becomes the norm rather than the exception in organizations worldwide. The issues discussed in this course will be encountered by students in their future roles as employees and as managers in business, government, non-governmental or not-for-profit organizations. Since diversity is in the best interest of an organization, this course will help students to recognize and understand its importance and to acquire skills in its effective management.	
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> <li>1. Analyze individual perspectives of diversity (analysis)</li> <li>2. Analyze primary and secondary dimensions of diversity (analysis)</li> <li>3. Support the business case for workforce diversity and inclusion (evaluation)</li> <li>4. Assess contemporary organizational strategies for managing workforce diversity (evaluation)</li> </ol>	
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the learning and teaching strategy of the college, the following tools are used: <ul style="list-style-type: none"> <li>• Classes consist of lectures, case studies, experiential exercises, and in-class discussion of related material. In-class discussion is emphasized.</li> <li>• Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content.</li> <li>• Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources.</li> </ul>	
<b>ASSESSMENT:</b>	<b>Coursework - formative</b>	0% case studies, experiential exercises
	<b>Written project - summative</b>	40% Individual; 1,800 – 2,200 words
	<b>Final examination (2-hour) - summative</b>	60% essay-type
	The formative coursework aims to prepare students for the written project and the final examination. The written project tests Learning Outcome 3 The final examination tests Learning Outcomes 1, 2, and 4.	
<b>INDICATIVE READING:</b>	<b>REQUIRED MATERIAL:</b>  Carol P. Harvey and M. June Allard, <u>Understanding and Managing Diversity: Readings, Cases, and Exercises</u> , most recent Pearson International Edition (Upper Saddle River: Pearson Education, Inc.)	

Harvard Business Review, [Harvard Business Review on Managing Diversity](#) (Paperback), [Harvard Business School Publishing Corporation](#), Boston, 2001.

**RECOMMENDED MATERIAL:**

Alcázar, Fernando Martín; Fernández, Pedro Miguel Romero; Gardey, Gonzalo Sánchez. "Workforce diversity in strategic human resource management models: a critical review of the literature and implications for future research." *Cross Cultural Management*. Vol. 20 Issue 1, Pages 39-49, 2013. DOI: 10.1108/13527601311296247.

Cocciara, F. K. & Campbell Quick, J. "The negative effects of positive stereotypes: ethnicity-related stressors and implications on organizational health." *Journal of Organizational Behavior*, 25, Pages 781-785, 2004.

Cross, Elsie Y. "Managing Diversity: A continuous process of change." *Diversity Factor*, Vol. 18 Issue 2, Pages 13-16, Summer 2010.

Ewoh, E. and Andrew, I. "Managing and valuing diversity: challenges to public managers in the 21st century." *Public Personnel Management*, Vol. 42 Issue 2, Pages 107-122, June 2013.

Gardenswartz, Lee, Rowe, Anita, Digh, Patricia and Bennett, Martin. (2005). [The Global Diversity Desk Reference: Managing an International Workforce](#). Pfeiffer/Wiley.

Jonsen, Karsten; Tatli, Ahu; Özbilgin, Mustafa F; Bell, Myrtle P. "The tragedy of the uncommons: reframing workforce diversity." *Human Relations*, Vol. 66 Issue 2, Pages 271-294, Feb2013. DOI: 10.1177/0018726712466575.

Kautish, Pradeep. "Paradigm of workforce cultural diversity and human resource management." *Vidwat: The Indian Journal of Management*, Vol. 5 Issue 1, Pages 37-41, January-June 2012.

Loden, Marilyn. (1996). [Implementing Diversity](#), New York: McGraw-Hill.  
Stockdale, Margaret S. and Crosby Faye J. ed. (2009). [The Psychology and Management of Workplace Diversity](#). Malden: Blackwell Publishing.

Mahon, John F.; Millar, Carla C. J. M. "Management: the challenges of global age diversity for corporations and governments." *Journal of Organizational Change Management*, Vol. 27 Issue 4, Pages 553-568, 2014. DOI: 10.1108/JOCM-05-2014-0100.

Mor Barak, Michalle E. (2005). [Managing Diversity: Toward a Globally Inclusive Workplace](#), Sage Publications.

Sparke, Matthew. (2013). [Introducing globalization: ties, tensions, and uneven integration](#). Malden: Wiley-Blackwell.

Stockdale, Margaret S. and Crosby, Faye J. (2009). [The Psychology and Management of Workplace Diversity](#). Malden: Blackwell Publishing.

Syed, Jawad; Kramar, Robin. "What is the Australian model for managing cultural diversity?" *Personnel Review*, Vol. 39 Issue 1, Pages 96-115, 2010.

Theodorakopoulos, Nicholas and Budhwar, Pawan. "Diversity and inclusion in different work settings: emerging patterns, challenges and research agenda." *Human Resource Management*, Vol. 54 Issue 2, Pages 177-197. March 2015. DOI: 10.1002/hrm.21715.

Thomas, R. Roosevelt. "The management of workforce diversity: A continuing evolution." *Employment Relations Today* (Wiley), Vol. 38 Issue 3, Pages 1-9, Fall 2011.

Thomas, Jr., R. Roosevelt. (2006). [Building on the Promise of Diversity](#):

	<p><u>How We Can Move to the Next Level in our Workplaces, our Communities, and our Society.</u> AMACOM.</p> <p>Turnbull, Helen; Greenwood, Regina; Tworoger, Leslie; Golden, Charles. . “Skill Deficiencies in Diversity and inclusion in organizations: developing an inclusion skills measurement.” Academy of Strategic Management Journal, Vol. 9 Issue 1, Pages 1-14, January 2010.</p> <p>United Nations General Assembly, <u>Final report of the Ad Hoc Committee on a Comprehensive and Integral International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities</u>, United Nations, December, 2006</p> <p>Walker, Alan and Maltby, Tony (1997). <u>Aging Europe</u>, Buckingham: Open University Press.</p> <p><b>Journals:</b></p> <p>Cross Cultural Management: An International Journal  Equality, Diversity and Inclusion: An International Journal  Gender in Management: An International Journal  Harvard Business Review  MIT Sloan Management Review</p>
<b>COMMUNICATION REQUIREMENTS:</b>	Use of proper English, both oral and written and effective speech skills.
<b>SOFTWARE REQUIREMENTS:</b>	Microsoft Office: Word
<b>WWW RESOURCES:</b>	<p><a href="http://www.disabled.gr">www.disabled.gr</a> (Disability NOW)  <a href="http://www.edf-feph.org">www.edf-feph.org</a> (The European Disability Forum)  <a href="http://www.eeoc.gov">www.eeoc.gov</a> (U.S. Equal Employment Opportunity Commission)  <a href="http://www.globaledge.msu.edu">www.globaledge.msu.edu</a> (globalEDGE)  <a href="http://www.ec.europa.eu">www.ec.europa.eu</a> (Europa&gt;European Commission)</p> <p>Additional electronic resources are provided throughout the course.</p>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. Foundations of Diversity Learning: Individual Perspectives of Diversity  Prejudice, stereotypes, discrimination  Privilege  Differences and conflict  Organizational diversity</li> <li>2. Primary Dimensions of Diversity  Race, ethnicity, age, gender, sexual orientation, physical and mental challenges  Differences between primary and secondary dimensions of diversity  Group memberships-social identity  Organizational adaptation--culture, practice, policies  Effective communication among cultures</li> <li>3. Secondary Dimensions of Diversity  Social class, religion, appearance/weight, language/communication, military service  Impact on work and personal experiences  Ramifications of social class privileges</li> <li>4. Ethical, legal, media and marketing issues in managing diversity  Ethical and legal implications in managing diversity  Business opportunities and diverse consumers  Media effectiveness in reaching diverse consumers</li> <li>5. Organizational Strategies for Managing Workforce Diversity  Workplace inclusion strategies through corporate leadership, diversity training, mentoring, employee resource groups, supplier diversity programs, corporate social responsibility initiatives  Flexible work programs</li> </ol>

	Workplace bullying Inclusion and benefits
--	--