Syllabus

MGMT 224 LEADING DIVERSITY IN ORGANIZATIONS
Fall 2019, Q2, October 21-December 9, 2019 (0.5 cu)
Section 002: MW 10:30-11:50 a.m. (Room: JMHH F50)
Section 004: MW 1:30-2:50 p.m. (Room: VANC 112)

INSTRUCTOR
Professor Stephanie J. Creary, PhD (Office: SHDH 2031)
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First Note: Two guest speaker panels will meet on two days this quarter from 4:30-5:30 p.m. in SHDH 350 instead of at the normal class time/in the normal class location. If you cannot attend one or both of these sessions due to a time conflict, you can attend other diversity-related events on campus as a make-up. Please contact me to propose an alternative arrangement. However, you must attend event #1 by the date of the first guest speaker panel (Mon. November 11) and event #2 by the date of the second guest speaker (Mon. December 2). Student clubs are a fantastic resource and organize a great deal of related programming on campus. Brief post-event reflections will be due within 24 hours of attending the event via Canvas regardless of when the event is held in order to confirm your attendance.

Second Note: In this course, I take a **broad-based approach** to examining diversity and inclusion in the context of work and organizations. To that end, it is a **"survey" course** and it is not intended to focus on or explore in-depth any one aspect of diversity or inclusion. In this course, we examine diversity and inclusion from many lenses and perspectives, including organization, leader, team, and personal lenses and equity/fairness, innovation, and learning perspectives.

INDIVIDUAL MEETINGS AND GROUP MENTORING LUNCHES
- **Individual Meetings:** You can schedule a 15-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

COURSE PACK AND READINGS (ACCESS VIA CANVAS)
Study.net Course Packs totaling $40 (Copyright protected HBS Cases $20 and HBR Readings $20)
Penn Library Course Reserve readings and class prep materials (no extra cost)

REQUIRED ASSIGNMENTS
Class Attendance/Participation	**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. The first part of the course, **"Understanding Diverse Organizations"** focuses on examining and understanding differences in workplaces. The second part of the course, **"Creating Opportunity"** is designed to help students work with their differences.

No more than 2 absences will be allowed. Students who do not turn in post- guest speaker event reflections will be marked absent. Completing class participation questions is recommended to enrich your class experience. 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 Surveys –   **5 points each**

CLASSROOM EXPECTATIONS
- Class starts and ends on time. Sit according to the Professor's 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
UNDERSTANDING DIVERSE ORGANIZATIONS		
Mon. October 21 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" (HBR Reading, Course Pack)	Establishing group norms
Wed. October 23 Paradigms for engaging a diverse workforce	(1) D. Thomas & R. Ely, 1996. "Making differences matter: A new paradigm for managing diversity" (HBR Reading, Course Pack) (2) D. Thomas, 2004. "Diversity as strategy" (HBR Reading, Course Pack)	Valuing different needs **Initial survey due 10/23**
Mon. October 28 Diversity and inclusion in the global context	(1) S.J. Sucher, & E. Corsi. 2012. "Global diversity and inclusion at Royal Dutch Shell (A)" (HBS Case, Course Pack) (2) Ted Talk: T. Neeley, "Why global success depends on separating language & culture" – 14 minutes http://www.tedxcambridge.com/talk/global-success-depends-separating-language-culture/	**Professor's seating chart I** Working with cross-cultural differences
Wed. October 30 Social identity differences, Part I	(1) L. Ramarajan & A. Radu, 2014. "Carla Ann Harris at Morgan Stanley" (HBS Case, Course Pack) (2) Identity enhancement and conflict self-assessment (Canvas)	Self-disclosure, Part I

Mon. November 4 Social identity differences, Part II	(1) B. Caza, L. Ramarajan, E. Reid, & S. Creary, "How to make room in your work life for the rest of your self" (HBR Reading, Course Pack) (2) HBR Podcast: K. Phillips. "Why opening up at work is harder for minorities"– 23 minutes https://hbr.org/ideacast/2018/08/why-opening-up-at-work-is-harder-for-minorities.html	Self-disclosure, Part II
CREATING OPPORTUNITY		
Wed. November 6 Meritocracy, privilege, and bias, Part I - People	(1) Take the following implicit social attitudes tests – race, sexuality, gender-career, and age tests https://implicit.harvard.edu/implicit/ (2) HBR Podcast: R. Ely & E. Bell Smith, "We deserve better than 'Attagirl'" – 39 minutes https://hbr.org/podcast/2018/10/we-deserve-better-than-attagirl	Being a good ally **Mid-term survey due 11/8**
Mon. November 11	*Leading Diversity@Wharton Speaker Series Presents:* **What Can Corporate Boards Really Do About Diversity?** Jeff Smith, W'94, Chair of the Board, Papa John's Janet Foutty, Chair of the Board, Deloitte JMHH 8th Floor 4:30-5:30 p.m. Read: Creary, S.J., McDonnell, M., Ghai, S., & Scruggs, J., 2019. When and why diversity improves your board's performance. (HBR Reading, Course pack) Assignment Due: Post-event reflection within 24 hours (Submit to Canvas)	
Wed. November 13 * Do not come to class today	**Individual Self-Reflection Paper Due by 11:59 p.m.**	
Mon. November 18 Meritocracy, privilege, and bias, Part II- Systems	E. Castilla, 2016. "Achieving meritocracy in the workplace" (Course Reserves)	**Professor's seating chart II** Reducing bias in selection processes
Wed. November 20 Civility, respect, and empathy	(1) Ted Talk: C. Porath, "Why being respectful to your coworkers is good for business" – 15 minutes https://www.ted.com/talks/christine_porath_why_being_nice_to_your_coworkers_is_good_for_business?language=en (2) HBR Podcast: K. Rogers, 2018. "The 2 types of respect leaders must show" – 22 minutes https://hbr.org/ideacast/2018/07/the-2-types-of-respect-leaders-must-show.html	Repairing work relationships
Mon. November 25 Learning and innovation	K. Phillips, 2014. "How diversity makes us smarter" (Course Reserves)	Being a broker
Mon. December 2	*Leading Diversity@Wharton Speaker Series Presents:* **Sodexo's Story: The Challenges and Opportunities of Managing Diversity in the Global Context** Dr. Rohini Anand Senior Vice President of Corporate Responsibility and Global Chief Diversity Officer Room SHDH 350 4:30-5:30 p.m. Read: D.A. Thomas & S.J. Creary, 2011. Shifting the diversity climate: The Sodexo Solution" (HBS Case, Course pack) Assignment Due: Post-event reflection within 24 hours (Submit to Canvas)	
Wed. December 4 * Please come to class today	**Final Project Review and Work**	
Mon. December 9 Leading diversity * Please come to class today	S. Creary, 2019. "Leading diversity in organizations: Evidence-based tips, strategies, and takeaways" (Course Reserves)	**Final Project Due by 11:59 p.m. (Individual or Team)**