

MGMT 224 LEADING DIVERSITY IN ORGANIZATIONS

Spring 2018, Q3 (0.5 cu)

MW 1:30-2:50 p.m. (Room: JMHH F55)

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 and cross-cultural organizational 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, discrimination and bias, equality, and equity in organizations and societies around the world and how they relate to organizational issues of power, privilege, opportunity, inclusion, creativity and innovation, and effectiveness. It also helps students develop insight into how diversity may be conceived of very differently in different parts of global organizations. 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) 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
- 2) Explain how issues of power, privilege, discrimination, bias, equality, and equity influence opportunity and effectiveness in organizations operating both in local, domestic and global contexts
- 3) Propose ways to make relationships across cultural and cross-cultural differences in organizations more effective
- 4) Describe current perspectives on the relationships among diversity, inclusion, creativity, and innovation in global organizations
- 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 and Penn Library Course Reserve readings are available via course Canvas site

REQUIRED AND EXTRA CREDIT ASSIGNMENTS

Class Attendance and Participation	30% (300 points)
One Written 3-5 page Critical Self-Reflection Paper	30% (300 points)
Final Individual <u>or</u> Team Project – Audio-Recorded PowerPoint Presentation	40% (400 points)

Class attendance is required. Students should not miss more than two classes in order to receive a passing grade in the course. 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 – Course related surveys

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 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.

Date/Topic	Readings	Assignments
INTRO TO LEADING DIVERSITY IN ORGANIZATIONS		
Wed. January 10 Intro to diversity in organizations, Part I	(1) Syllabus (2) G.K. Stahl, I. Bjorkman, E. Farndale, S.S. Morris, J. Paauwe, P. Stiles, J. Trevor, & P. Wright, 2012. “Six principles of effective global talent management” (Course Reserves)	
Wed. January 17 Intro to diversity in organizations, Part II Guest Speaker: Anré Williams, WG’90 President of Global Merchant Services and Loyalty American Express Company	J. Bourke, N. Wakefield, C. Smith, & H. Stockton, 2014. “From diversity to inclusion” (Course Reserves)	
Mon. January 22 Paradigms for engaging a diverse workforce	D. Thomas & R. Ely, 1996. “Making differences matter: A new paradigm for managing diversity” (Course Pack)	Extra Credit Survey #1 Due
Wed. January 24 Social identity differences, Part I	M. Gentile, 1995. “Ways of thinking about and across difference” (Course Pack)	
Mon. January 29 Social identity differences, Part II	L. Ramarajan & A. Radu, 2014. “Carla Ann Harris at Morgan Stanley” (Course Pack)	
EQUITY & FAIRNESS		
Wed. January 31 Meritocracy, power, and privilege	(1) E. Castilla, 2016. “Achieving meritocracy in the workplace” (Course Reserves) (2) S. Ferguson, 2014. “Privilege 101: A quick and dirty guide” (Course Reserves)	
Mon. February 5	(1) “Forty years of coding in a man’s	

Discrimination, bias, and equality of opportunity, part I	world” (Course Reserves) https://itunes.apple.com/us/podcast/note-to-self/id561470997?mt=2&i=1000392473050 (2) Take the implicit bias test: https://implicit.harvard.edu/implicit/	
Wed. February 7 Discrimination, bias, and equality of opportunity, part II	(1) Times Editorial Board, 2014. “There’s family value in paid parental leave.” (Course Reserves) (2) T. Opie & R.E. Freeman, 2017. “Our biases undermine our colleagues’ attempts to be authentic” (Course Pack)	
Mon. February 12 Integrating a cross-cultural and global lens	T. Neeley, 2013. “Englishnization at Rakuten (A)” (Course Pack)	Self-Reflection Due Extra Credit Survey #2 Due
LEARNING & INTEGRATION		
Wed. February 14 Building effective work relationships across difference, part I	R. Ely, M.N. Davidson, & D. Meyerson, 2006. “Rethinking Political Correctness” (Course Pack)	
Mon. February 19 Building effective work relationships across difference, part II Guest Speaker: Christopher Hollins, WG’94 President Strategic Acquiring Partnerships Worldpay	(1) W. Johnson, 2016. “Building rapport across cultures” (Course pack) (2) J. Brett, K. Behfar, & M.C. Kern, 2006. “Managing multicultural teams” (Course Pack)	
Wed. February 21 Inclusion in organizations Guest Speaker: Oris Stuart Senior Vice President and Chief Diversity & Inclusion Officer NBA	Lever’s Diversity and Inclusion Handbook (Course Reserves)	
Mon. February 26 Creativity and innovation in diverse organizations Guest Speaker: Antoinette Hamilton Assistant Vice President, Diversity & Inclusion L’Oreal USA	K. Phillips, 2014. “How diversity makes us smarter” (Course Reserves)	
Wed. February 28 Leading diversity in organizations	S. Creary, 2017. “Leading diversity in organizations: Evidence-based tips, strategies, and takeaways” (Course Reserves)	Final Project Due Extra Credit Survey #3 Due