

DEPARTMENT OF BUSINESS ADMINISTRATION
BRYAN SCHOOL OF BUSINESS AND ECONOMICS

MGT 354 **Diversity in Organizations**

Fall 2013

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Office Hours: T & Th 11:00 a.m.12:30 p.m. and by appointment

Course Text and materials: The text we will be using in MGT 354 is **Understanding and Managing Diversity**, 5th edition, by Carol Harvey and M. June Allard, Prentice-Hall, 2011. We will also be using two assessment instruments: the Kirton Adaption-Innovation Indicator (KAI) and the Myers-Briggs Type Indicator (MBTI), Self-Scoring version. These instruments will be available for purchase at the UNCG bookstore. If you buy your text elsewhere, you are responsible for buying these instruments from the UNCG bookstore.

Note: The Bryan School has an attendance policy that says if you are not in attendance during the first class meeting, you can be dropped from the class to make room for students wanting to add the class to their schedule.

Prerequisite: Junior standing

Course Objectives: At the completion of this course, you should have an in-depth understanding of:

1. The source of the various differences in people
2. How these differences among people affect the environment in which you live and work
3. Your understanding of your self in relation to the people around you
4. The ability to demonstrate an awareness of cultural, institutional and organizational practices and symbols that communicate a respect/disrespect for different individuals/group
5. The impact of diversity on organizational effectiveness
6. The challenges of working with and managing a diverse workforce.

My Philosophy: Webster's definition of "learn" is: to acquire knowledge, skill or understanding; to explore; to investigate. The definition of "teach" is: to guide; impart knowledge; to make aware by information or experience. These concepts form the basis of what we will be doing in MGT 354.

I see my role as "teacher" as that of a guide with responsibility to organize the class and materials so that information will be understandable for you. I will use a variety of teaching techniques including lecture, cases, role plays, self-assessment instruments,

journal assignments, group activities and exercises to give you an opportunity to acquire knowledge about and to experience organizational diversity.

As a "learner" you also have responsibilities: to read the assignments before class, to come to class prepared to participate, to contribute to class discussions, to write three (3) entries in your journal during the semester, to complete a team organizational audit and present the results to the class, and to take three tests. I see this as a shared opportunity for us to investigate and explore issues of organizational diversity and I invite you to join your classmates and me for a thought-provoking semester in MGT 354.

COURSE RULES:

The content of the course is designed to explore the various dimensions of diversity and how individuals perceive and react to these differences. There are often no "right" or "wrong" answers as it relates to perspectives on diversity and thus we focus on the perceptions and opinions that individuals may hold that influences their behavior. This class is designed to be highly interactive and will generate a great deal of discussions. To ensure a respectful class culture, the following rules will apply to all enrolled in this course:

- **All comments made in the class are anonymous to those outside this class**
- **Take ownership of your comments, feelings, and actions**
- **Above all else, please RESPECT OTHERS' OPINIONS**
- **You have the right to agree or disagree with others BUT do not be disrespectful or disruptive to others in this classroom**
- **Because respecting the views of others is so important in this class, failure to follow these course rules could result in your dismissal from this course.**

Course Activities

Class Attendance and Participation: Experience is a wonderful teacher. Experience indicates that some of the keys to successful performance in a class are preparation, attendance, and participation. To maximize your opportunity for learning, you must read the assigned material before we will cover it in class. During much of the class time, we will be involved in activities in which you will learn significantly more if you actively participate.

To encourage you to attend class and participate, please note the following: 1) throughout the semester, in-class activities will be *randomly* assigned, completed, and collected the same class day. These activities will be either individually or in groups, depending on the nature of the activity. In addition, attendance will be taken regularly. It is your responsibility to check with me at the end of class if you come to class a few minutes late, to get on the roll. If you are significantly late (more than 15 minutes), you will be counted as absent. You may not sign yourself in for any class other than the one you are attending (i.e. later). **Please plan your schedule so that you will be on time.** 2) Participate in class discussions. We will be engaged in activities that involve the entire class some of the time and work in small groups other times. If you are shy, take advantage of the work in the small groups to make sure you participate. Keep in mind

though that I need to have opportunities to observe your participation in order to become aware of the quality of your work. 3) Ten percent (10%) of your final grade will be comprised of attendance and participation.

Please plan, when you come to class, to stay the **entire** period, unless you have a **genuine** emergency. **If you miss more than 15 minutes of class, you will not earn attendance credit.** I expect you to attend the entire class to earn credit for attendance. It is distracting for the rest of the class to have students arriving late and getting up and leaving in the middle. Please turn off all beepers and cell phones or set them to vibrate rather than ring before coming into the classroom. If you have an emergency call, please take it in the hall. Your cooperation will help us have a better classroom experience.

Journal: You will keep a journal during the semester. It is expected that you will write a minimum of three (3) journal entries about your reactions to the readings and activities in class. The criteria for journal entries will be discussed in detail the second week in class. Your journal entries should be typed, double-spaced with correct grammar, word usage, sentence structure, etc. **Journal reports are due Tuesday, November 5th in class.** The journal comprises 8% of your course grade. Late journals will be downgraded one (1) letter grade per day for each day that they are late.

Organization Audit / Project: You will be a member of a team of 3-5 students. Your team will conduct a diversity audit of an organization or complete a diversity project. **See pp. 376-382 of your text for guidelines on the diversity audit.** To complete the audit, your team will do outside research on an organization, write a paper and prepare and make a presentation of about 4 minutes per person to the class. Alternately, your team may, with prior permission, complete a diversity project. The project should add to the knowledge base of the class and should be interesting to the class. I will discuss project ideas in class. Your written audit/project will comprise 12% of your final grade. The presentation portion of your audit/project will comprise 8% of your final grade. While the grade for the audit/project is usually a team grade, I reserve the authority to assign individual grades if I determine that there was significant variance in the work quality or quantity among group members. Additionally, each team member will individually complete a peer evaluation form indicating the relative contribution of all team members. For part of the peer review, please indicate which team member assumed primary responsibility for each part of the audit/project. I will instruct you in class on the forms to be completed.

For organizational audits, each organization may be audited by only one team. **Reserving of organizations will be on a first come, first served basis.** So it behooves you to get together and decide on your organization/project and reserve it with me early in the semester. When you have decided on the organization/project, you should write a short description of the organization and its type of business or the project with your team names and turn it in to me. When you have received your organization nomination back with an OK noted on it from me, that organization/project is yours. In the event that two groups simultaneously submit the same organization or project, I will select the team to present it by random draw. The other team will have to identify a different organization

or project. The audit presentation should follow the guidelines in the reading on pp. 376-382 in your text. See me for information about a project presentation.

Tests: There will be three (3) tests given on the dates specified in the syllabus below. The tests will be composed of multiple-choice questions. The emphasis on the tests will be on material covered in class and the assigned readings. Each test will make up 20% of your final course grade. Please bring a number 2 pencil with eraser to class with you on test days.

Makeup Test: If, for any reason, you miss either test, you must take a make-up test. This test will be all essays and will be comprised of material covered for all the tests. It will be given on **Thursday, November 21st, 11-12:15**. You are responsible for checking with me about the location in advance of the make-up test. No other make up tests will be scheduled. If you know in advance that you have a scheduling problem, it may be possible for you to take the regular test early. Please talk with me as soon as possible to see if we can work out an early test date.

Grade Components

Tests (3 @ 20% each)	60%
Class attendance and participation	12%
Organizational Audit	12%
Presentation of audit	8%
Journal	<u>8%</u>
Total	100%

GRADING SCALE:

A+ 97-100	B+ 87-89.99	C+ 77-79.99	D+ 67-69.99	F below 60
A 93-96.99	B 83-86.99	C 73-76.99	D 63-66.99	
A- 90-92.99	B- 80-82.99	C- 70-72.99	D- 60-62.99	

NOTE - NO EXTRA CREDIT OPPORTUNITIES:

If an employee failed on an assignment at work, would the boss give the employee an opportunity for extra credit? No. **There are no opportunities for extra credit assignments.** All credit earned in the course must be earned through regularly scheduled assignments described in this syllabus and in the Assignments section of BBD.

Adverse Weather/Class Cancellation Policy: If class is cancelled due to adverse weather, my illness or for any other reason, you should consult the announcements section of Blackboard on line for available updates. If the University reschedules classes, we will meet at the time designated by the University. You should be prepared for that class meeting as usual. So, if for example, we had class cancelled on a test day, you should be prepared to take the test in the next scheduled period.

UNCG ACADEMIC INTEGRITY CODE:

I expect you to uphold and abide by the UNCG Academic Integrity Policy in all matters pertaining to this course. Violations of the Policy will be pursued in accordance with the code. All written work submitted should include the UNCG Policy statement written out (“I have abided by the UNCG Academic Integrity Policy in completing all aspects of this work.”) followed by your signature, indicating that you have abided by the Academic Integrity Policy. This pledge will also indicate that you have not used information, materials, or papers prepared by or given by any other individual or from any other source. For information concerning the Bryan School Faculty – Student Guidelines, explore the following website:

http://bae.uncg.edu/assets/faculty_student_guidelines.pdf

The URL for the Academic Integrity Policy is the following:

<http://academicintegrity.uncg.edu/complete/>

I look forward to working with you as we explore the diversity topics that challenge managers in their work each day.

NOTE: THE PROFESSOR RESERVES THE RIGHT TO MODIFY THE DATES/ASSIGNMENTS OR ANY OTHER ASPECT OF THE ABOVE SYLLABUS. ANY SUCH CHANGES WILL BE POSTED IN THE ANNOUNCEMENT SECTION OF BLKBD.

Week	Tentative Class Topic	Reading /Assignment
8/20	Introduction to Diversity; Perspectives on Diversity	T:Text, pp. 8-21 R: Exercises in text: I AM; Diversity Awareness Quiz; complete & bring your results for both exercises to class
8/27	Global diversity T: Please read pp. 22-26 in your text and be prepared to discuss questions 1-3 on p. 26 of your text. R: Bring your completed Cultural Preferences scale from the BBD reading Audit team set-up	T: text, pp. 22-26; R: BBD HO: Managing Global Diversity (MGD), pp. 169-184 & Hofstede's Dimensions; bring completed Cultural Preferences scale to class on Tues. Completed KAI & MBTI due in class on Thursday
9/3	T: Global diversity (cont.); R: Managing diversity	T: Global diversity cont. R: BBD HO: Diversity Mgt in Corp. America by Dobbin (also see discussion questions HO in BBD) R: Team Audit Companies due on Thursday
9/10	T: Managing Diversity (cont.) R: Video: A Class Divided.	T: Thomas & Ely paradigm rdg & text, pp. 329-338 R: BBD HO: Please print and bring Class Divided Video discussion questions to class
9/17	T: Ethnicity Video: A Question of Fairness R: Test 1 on 9/19	T: WORK ON AUDIT & PREP FOR TEST R: Test
9/24	T: Test review; Individual differences: Cognitive Style - KAI; R: Personality: MBTI	T: KAI feedback report; BBD rdgs: Johari window (You can skip the comm. rdg) R: Read your KAI feedback report; The Cognitive style. Be prepared to discuss the CS Discussion questions;
10/1	T: MBTI R: Privilege	T: Read your MBTI feedback report (MBTI report is in Course Info section of BBD) BBD: The Upside of Being an Introvert R: Text 32-40
10/8	T: Ethnicity R: Aversive racism	T: Text pp, 71-82; BBD HO: UNCG Black-White Grad Rates rdg. R: BBD rdgs: Aversive Racism & be prepared to discuss the discussion questions on the additional HO; Audit Criteria due Thursday
10/15	T: Fall break – no class R: Video: True Colors	T: Fall break – enjoy! ☺ R: Work on audit & test prep
10/22	T: Test 2 on 10/22 R: Stereotype threat	T: Test 2 R: BBD rdg: Stereotype Threat
10/29	T: Gender	T: Text 132-141; BBD HO: McKinsey rdg.;BBD: Complete the OB exercise: What are the strategies for breaking

	R: Sexual orientation	the glass ceiling? R: Text 152-161; BBD rdgs: Case: Is this the Right Time to Come Out?
11/5	T: Differential abilities; Journals due on Tuesday R: Religion	T: BBD: Workplace accommodation; text pp. 162-171; Journals due on Tuesday R: Text pp. 216-229; BBD: Multicultural Expression of Religious Symbols Exercise
11/12	T: Social class R: Test 3 on 11/14	T: text pp. 199-212; Audits/projects due 11/12
11/19	Audit/project presentations T & R	
11/26	T: Audit/project presentations R: Thanksgiving	Peer reviews due in class Enjoy Turkey Day! ☺
Exam period	Finish presentations if needed	