INSTRUCTOR

Professor: Carolyn S. Craig, MBA
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(Note: Email & voicemail are the best ways to contact me as I check and respond to both daily)

Office Hours: Monday 9:00 – 10:00 am or by Appointment
(Note: I will be available via online, telephone, email or for face-to-face office hours by appointment)

COURSE DESCRIPTION

This course is designed to enhance understanding of the complexity of diversity within a national and global framework and to explore the relationship of diversity in organizational change and development. Participants develop perspectives in thinking about human differences and an understanding of behavioral competences in recognizing the importance of diversity in the workplace. Multiple lenses such as race and ethnicity, gender, disabilities, sexuality, age, spirituality, unique personal characteristics and organizational philosophy are used to assess intercultural challenges and how these might be transformed into assets for a complex organization. Supplemental cases, media, websites, videos, advertisements, articles and various instructional formats will be utilized to complement the course work in the class.

COURSE OBJECTIVES

Students who successfully complete the course will be able to:

1. Summarize the key theories, models and frameworks associated with diversity
2. Describe key historical government legislation, laws and labor policies that influence diversity in the workforce
3. Recognize historical, current and emerging trends of managing and leveraging diversity and discuss some of the specific challenges involved in effectively managing diversity along various dimensions
4. Identify and describe best practices for organizations to manage differences effectively and leverage its human diversity as a valuable resource to create an inclusive workplace and facilitate cross-culture teams in a global world of business
5. Articulate the increased awareness of their own cultural assumptions and biases through learning about cultures of others

COURSE FORMAT

This is a seven week face-to-face course where you will be required to also participate online using Blackboard. The course content will be delivered in weekly modules that will contain homework assignments, project folders, and chapter reading assignments. In class, we will engage in a number of learning activities and team activities throughout the semester, requiring your full involvement.
The Lindner College of Business is committed to developing high-performing, job-ready graduates who exhibit the elements of PACE. This course addresses several elements of the PACE framework, including:

- **Professionalism**: You will develop a better understanding of the professional attitudes and behaviors that are essential to success in organizations, as well as what success entails in organizations.
- **Academics**: You will develop and strengthen your analytical skills through the application of theory to experiential learning activities.
- **Character**: You will develop a better understanding of personality traits and individual differences that employers and leaders exhibit in organizations.

**REQUIRED COURSE TEXT & RESOURCES**


**Blackboard**: Please check the course website postings on Blackboard often for class announcements and instructions. The course syllabus, lecture presentations and other pertinent class information will be posted on Blackboard. Please confirm that your UC Email account is the email assigned to Blackboard so that you can be sure to receive email communications from the instructor. If you need assistance with Blackboard go to: https://canopy.uc.edu/webapps/portal/frameset.jsp or contact UC Blackboard Help at blackboard@uc.edu or (513) 556-1602.
Technology: It is expected that each student has access to a Wi-Fi enabled device, tablet, or laptop, to allow for technology infused discussions and activities. Students may not use technology in the classroom for personal purposes.

EVALUATION & GRADING

Components of Semester Grade:

<table>
<thead>
<tr>
<th>Type</th>
<th>Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>One (1) Final Exam (Cumulative).........</td>
<td>Individual</td>
</tr>
<tr>
<td>Diversity Leader Portfolio (Written Assignment)</td>
<td>Individual</td>
</tr>
<tr>
<td>Assignments</td>
<td>Individual</td>
</tr>
</tbody>
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- Implicit Association Tests 5@10 points each
- Weekly Homework Assignments
- Active Class Participation* .............. Individual.............. 130 points
  - Diversity & Inclusion News Report 1@10 points
  - Attendance and In-Class Participation
- Dimension of Diversity Presentation (Course Project)........ Group.............. 420 points
- TOTAL........................................................................... 1000 Points

Grading Scale:

A         94 - 100   C         74 – 76.99
A-        90 – 93.99 C-        70 – 73.99
B+        87 – 89.99 D+        67 – 69.99
B         84 – 86.99 D         64 – 66.99
B-        80 – 83.99 D-        60 – 63.99
C+        77 – 79.99 F         Below 60

Exam Policy: One cumulative exam worth 200 points will be given, covering the relevant book chapters, as well as class lectures, discussions, and exercises – in other words, everything we do, in and out of class, is fair game. Students must take an exam at the scheduled date and time. There will be no makeup exams given without appropriate documentation and advance notice being provided to the Instructor. Grades for exams will be available in person and via Blackboard.

Weekly Homework Assignments: You will be assigned weekly homework assignments using the required book for this course, reading supplements, videos, articles, and outside materials (i.e., diversity websites, organization websites, government website data, and publications) that reinforce diversity concepts taught in the class. The weekly assignments may also include case analysis or preparation for a small group discussion or exercise. Weekly homework assignments are due before the start of the next class.

Diversity & Inclusion News Report: Challenges and opportunities in managing diverse and multicultural people are reported daily in business and popular presses and online. Find an article that is relevant, useful, important, interesting, current and engaging and is set in business and/or an organization. Make copies for everyone in the class, and present the article in five minutes or less. Requirements are an informal five-minute presentation of an article which must correspond with a topic from the text for that evening. More details will be provided by the Instructor and posted to Blackboard. This assignment is worth 10 points.

Diversity & Inclusion Leader Portfolio (Written Assignment): Each student will research an organizational leader who embraces diversity and manages diversity effectively. Students can choose a current Diversity & Inclusion leader in their own organizations or other business organizations. Students should keep in mind they may need to interview the Diversity & Inclusion Leader in order to do their research. The written paper should be a minimal of 6-8 pages long double spaced using Times New Roman font (12) with 1 inch margins all around. Each student will share a brief summary of their D&I leader profiled with the class. More details will be provided by the Instructor and posted to Blackboard. This assignment is worth 100 points.
Students will need to include the following in their research:

**Introduction** Title and Name of Diversity Leader, Title and Company/Organization Name

**Background** What is the professional background of this leader? Is there any personal information or experience that led to his or her passion for managing diversity?

**Status of Diversity within Organization** What role did diversity play before the leader became a part of the organization?

**Philosophy** What is the leader’s philosophy on diversity management?

**Strategies** What strategies did the leader implement to transform the way in which the organization managed diversity?

**Goals** What were the diversity-related goals implemented by the leader? What are his or her future goals related to diversity?

**Current Status** What is the current status of the organization in terms of diversity in particular and overall success in general?

**Dimension of Diversity Presentation (Course Project):** Each student will be assigned to a “Diversity Consulting Team” that will be responsible for choosing, researching and creating a PowerPoint presentation on one of the five dimensions of diversity. Student teams will select from the following dimension options to develop their course project: gender, race and ethnicity, disabilities, sexual orientation or age & generational. This course project is due during the dimension of diversity topic week (i.e., gender – week 4, race & ethnicity – week 4, age – week 5, disability – week 5, sexual orientation – week 6) and is worth 420 points. More details will be provided by the Instructor and posted to Blackboard.

**Students follow a template to present content in the following areas:**

**Introduction**
- What I Didn’t Know, What Student’s Shouldn’t Miss

**Section I – US Historical Perspectives**
- Societal Stereotypes, US Laws & Accepted Policies, Advocacy Groups

**Section II – Global Perspectives**
- International Perspectives on Dimension – General or Specific Region/Country
- Exclusion & Discrimination Overview

**Section III – In Today’s Workplace**
- What Do Employees Desire and Need?
- What are Employers doing (i.e., Best Practices, Diversity Training, ERGs)?

**Section IV – Relative Case Study**
- Inclusion and Facilitation of Case Study with Diversity-Related Issue Associated with Dimension
  - Background of Organization (History, Current Structures, Policies & Procedures)
  - Diversity-Related Issue (cause & effect communicated)
  - Recommendations (overall best solution with two additional solutions) that would improve organizations diversity-related issue (short and long term solutions/ draw parallel to best practice organizations, benefits/risks of recommendations, how will measure effectiveness of recommendations)
- Prepare Questions for Class Discussion

**Section V – Summary About this Dimension**
- Overall Thoughts in Relations to the Topic
Bibliography

- Resources Used to Develop the Presentation (MLA Style Format)

Cases and Articles: Students are expected to read all assigned cases and articles. When called upon in class a student should be able provide a summary in his/her own words, provide their perspective, mention how the case/article relates to the day’s topic and field any questions posed by the instructor or their peers. Relevant cases and articles will be announced in class and posted to Blackboard.

In –Class Application Exercise: - This course requires engagement and application of materials and concepts covered in the course. Many course dates will include an exercise that may or may not be submitted for a grade. These exercises are typically conducted in groups and are informally presented or discussed.

COURSE POLICIES

Attendance: Every student is expected to attend every class for which they are dually enrolled. If you anticipate an absence, please email the Instructor. Since this is a short seven-week course, leaving class early and/or missing two or more classes may impact your grade.

Make Up Policy: Students are required to participate in class, group activities, cases, discussions, examinations and any other daily homework assignments on the scheduled day.

Engagement: In order to get the most from this course it is extremely important that you come prepared to participate in class on a weekly basis. It is assumed and expected that you have read the assigned material and are sufficiently familiar with it to participate fully in class discussions and activities. Your Active Class Participation grade will be based on attendance, quality & quantity of in-class participation and assignments.

Diversity & Inclusion: “The University of Cincinnati recognizes a very broad and inclusive concept of diversity that includes commonly recognized considerations such as race, ethnicity, gender, age, disability status, socioeconomic status, gender identity and expression, sexual identity, sexual orientation, religion, and regional or national origin. Going forward, we emphasize that UC’s concept of diversity will retain the capacity to grow with our understanding.” As University of Cincinnati community members, it is expected that both the instructor and students provide an environment which fosters respect for the differences among all people; maximizes an appreciation for differences and provides an inclusive environment free from invidious discrimination; encourages open communication and interaction among various groups; prepares students to function effectively in this multicultural society.

Emergency Class Cancelation: If the University cancels classes on a regularly scheduled class day, any assignments will be due on the next regularly scheduled class. Please be sure to check Blackboard for updates to our schedule and assignments.

ACADEMIC INTEGRITY

Academic Dishonesty: Academic dishonesty as defined by University policy (e.g., plagiarizing, cheating, etc.), will not be tolerated in any form. As with all College of Business activities, this course will uphold the College’s high standards for ethics and professionalism. Our Values Statement specifies: “All College of Business interactions will be characterized by mutual respect and integrity, and driven by a shared desire for excellence. “These values are detailed in the Student Code of Conduct http://www.uc.edu/conduct/Code_of_Conduct.html. Any violation, including academic misconduct, will be subject to the college review process, and could result in dismissal from the program.
ACADEMIC ACCOMMODATIONS

Special Needs Policy: If you have a disability (e.g., visual impairment, hearing impairment, physical impairment, communication disorder, and/or specific learning disability, etc.) which may influence your performance in this course, you must meet with the Disability Services Office (DSO) to arrange for reasonable accommodations to ensure an equitable opportunity to meet all the requirements of this course. If you require accommodations due to disability, please contact DSO at 513-556-6823, Campus Location: 210 University Pavilion. You will be provided an Accommodation Form indicating your accommodation needs for the semester. Please present this form to me AS SOON AS POSSIBLE to ensure your accommodation needs are discussed, agreed upon, and provided.