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Course Description:

Effective diversity management creates inclusive organizations that learn from, integrate and value difference as a competitive advantage. Mismanaged diversity and inclusion policy and practice can result in poor morale and reduced productivity as well as limited recruitment, higher turnover and legal turmoil. As such, it is essential that leaders effectively manage the challenges and leverage the opportunities derived from workplace diversity. In this class, we will learn the legislation, practices, and policies used to effectively manage a diverse workforce by:

1. Identifying and distinguishing moral, social and legal pressures to diversify organizations
2. Examining theories of person perception, stereotyping and bias
3. Recognizing how differences and similarities among coworkers affect interactions
4. Understanding the dynamics of interpersonal and group behavior

The course examines theories surrounding diversity at work, psychological processes, group dynamics, organizational interventions to foster and manage diversity, as well as the legal and political factors affecting diversity management. Importantly, while students are expected to reflect on their existing opinions, attitudes and beliefs – there is no 'right' way of seeing or believing about diversity issues. The goal is to provide students with facts on diversity management policy and practice so that they may arrive at a better informed and enriched understanding of the multiple concerns underpinning workplace diversity issues.

Course Design

In order to accomplish the objectives, this course uses multiple methods. Students must read all materials prior to completing assignments. This preparation is necessary to understand and engage the class material.

Course Objective	Learning Goal	Relevant Course Activity
1. Compose well-written documents using appropriate current technology	Written Communication	Case Responses
2. Consider the moral implications of business actions and processes, and propose ethically sound solutions	Ethical Decision Making; Business Knowledge & Competency	Case Responses, Quizzes
3. Identify and analyze problems and opportunities, generate alternatives, and recognize appropriate solutions	Critical Thinking	Case Responses, Research Activities
4. Recognize multicultural perspectives	Critical Thinking	Case Responses, Research Activities

Required Readings

- Most required readings are available on D2L or the library website.
- Supplemental materials are posted on D2L
- Course Readings

- o Readings are required for effective completion of assignments. They are primarily drawn from news and scholarly periodicals (e.g. Harvard Business Review) and should be read by the end of the week in which they are assigned (see schedule).
  - o Those that are freely available will be on D2L, those that cannot be posted due to copyright restrictions will be made available via the library or web address.
  - o Check email and D2L daily for supplemental reading assignments, changes to the schedule, announcements, etc.
- Recommended:
  - o Strunk and White. *Elements of Style* (or other style manual suiting your grammar/punctuation needs).
  - o Newspapers and periodicals: *The New York Times*, *The Washington Post*, *The Wall Street Journal, Business Week, pbs.org, cnn.com, cnbc.com, msnbc.com*
  - o Databases (via Library): Abi Inform, PsycINFO, Business Source Premier, JSTOR, LexisNexis.

Grading

Your grade for the course will consist of the following:

Activity	Grade
Case Responses (20pts x 2)	40
Research Activities (4 SONA credits)	20
Quizzes (8pts x 5)	40
Total	100pts

The following grading system will be used for final grades for this course:

Letter Grade	A	B	C	D	F
% Range	Above 90	80-89.9	70-79.9	60-69.9	Below 60

Assignments

All written assignments should be thoroughly proofread and polished for final submission. Written assignments must be typed (12-pt font) and double-spaced with one inch margins (unless otherwise noted). All work must be submitted on D2L by the due date and will be graded according to the following rubric:

Criteria	Poor	Good
Completeness	Answers question incompletely, doesn't address all relevant info, insufficient background research (where relevant)	Answers question completely and sufficiently addresses relevant points, thoroughly researched (where relevant)
Quality of Analysis and/or Reflection	Answer does not make sense, assertions not based in research or evidence from readings, unclear thoughts throughout response	Uses sound logic to make points, grounds assertions in relevant evidence, clearly thought out response
Grammar & Spelling	Many (2+ per page) errors, incorrect use of words, unclear or incomplete statements	Well-written, mostly error-free (fewer than 2 errors), clear and concisely written

You should cite all material used, and paraphrase rather than simply cut and paste (APA format). The University has registered for TurnItIn, an anti-plagiarism software. This tool will be used to

ensure that the work you turn in is your own. All assignments posted on D2L must be put into the "digital drop box". Each assignment will then receive an originality score. This score shows a percentage of the total assignment that is identical to other work or the internet. **If your originality score is above 30% it will be flagged and possibly rejected.**

Cases
- To give you the opportunity to see how individuals and organizations manage diversity and to develop your analytical skills, you will be responsible for reading and responding to 2 case analyses individually (see schedule for dates).
- Students will have the opportunity to revise the first draft for an improved grade. Revisions are due within 1 week of receiving the graded case analysis. See D2L for specific revision due dates and dropboxes.
- Case Procedures
  - Students read each case
  - Write a 5-page case analysis
  - Using the case reflection questions (see D2L), students will develop a critical analysis that includes, but is not limited to, the following information:
    - Main dilemma (identify central issues, laws, institutions, businesses)
    - Key players (their interests, positions, goals, strengths/weaknesses)
    - Context (setting, company background, etc.)
    - Relationship(s) to key diversity or management topic(s) or theory(s)
    - Recommended solution (rationale based on theory/research/literature)
  - Additional specific questions will be provided for each case. Each of these questions should be answered in narrative form. In other words, take the time to write out a narrative response that answers the questions completely and provides your own analysis (which may go beyond the provided questions).
  - Responses will be collected via D2L and feedback provided within 1-2 weeks.
- Grading
  - Cases are graded on the following criteria:
    - Completeness of response
    - Quality of analysis
    - Writing (spelling, grammar, diction, etc.)

Research Activities
- In order for you to understand the role of academic research in management, you will be required to participate in research sessions (online or in-lab) during the course of the semester, each lasting about 30 to 60 minutes. These research projects have been reviewed by University Institutional Review Board (IRB) whose members are drawn from across the entire academic community, and they are supervised by a faculty member from the Department of Management.
- Research opportunities will be given to you during the semester, and you can make multiple appointment times if seats are available. Each session has a certain amount of SONA credit (typically each hour of research participation equals 1 SONA credit, so you will need at least 4 hours/4 SONA credits to meet the minimum), and you are required to participate in enough sessions to earn your 20 points of course credit (1 SONA credit = 5 course credit points).
- All SONA credits must be earned AND allocated to this class by Sunday 4/24/16 at midnight.
- **Your account will be automatically generated by the Management SONA system, and an email with your log-in information will be sent out by March 7.** Once you receive the email, you can log-in to the system by visiting http://okstatemgmt.sona-

systems.com. Once you have successfully logged-in you will be able to view studies and sign-up online. Note that studies are first-come-first-serve, and they are rotated monthly (studies are subject to change throughout the semester). You will be notified by the Management SONA system whenever any study becomes available.

- All research responses will be confidential. That is, your name will not be associated with your responses to the study questions at any time. All data you provide will be grouped with data others provide for purposes of reporting and presentation.
- If you do not wish to participate in a research session, you may substitute an alternative assignment: preparing a summary and critical analysis of a recent management research article. To view the assignment, you will also need to sign up online at http://okstatemgmt.sona-systems.com/. To receive credit for participating, the alternative assignment must be submitted to the email address provided on the website by the due date (5:00 pm on the last day of appointments for each session).
- Most answers to typical questions can be found on the Management SONA's FAQ page. If you have any questions about the research experience or have difficulty signing up for lab sessions please contact the Management SONA Manager at mgmtresearch@okstate.edu.

Quizzes
- There will be 6 quizzes: each is due at the end of the week it is assigned.
  - Questions are drawn from required readings.
    - Supplemental readings are provided on D2L that may help your comprehension of key topics
  - There will be 8-16 multiple-choice questions per quiz.
  - Quizzes are taken on D2L (see the quiz tab) and should be completed AFTER reading the assigned materials.
    - Be sure to have a reliable internet connection as you will have a total of 15 minutes to complete each quiz.
  - See schedule below for due dates

COURSE SCHEDULE AND ASSIGNMENTS			
Date	Reading	Topic	Due end of week (Friday at 11:59p)
Week 1	Thomas, 1990; Nkomo & Hoobler, 2014	Diversity & Inclusion	Quiz1
Week 2	Reskin, 2000	Diverse Perceptions, Attitudes & Judgment	*Happy Spring Break!*
Week 3	Groysberg & Connolly, 2013	Diversity Management Practices	Quiz2
Week 4	Thomas & Ely, 1996; Pivotal Legislation Doc	Ethical & Legal Framework	Case 1
Week 5	Norton & Apfelbaum, 2013; US Census on Race	Race	Quiz3
Week 6	Eagly & Carli, 2007; HBR 2013 Research Roundup	Gender	Quiz4
Week 7	King & Cortina, 2010; King et al., 2009	SLGBTQ & Religion	Quiz5; SONA Credits (due by Sunday 4/24 at 11:59p)
Week 8	Schur et al., 2005; Roscigno et al., 2008; Hewlett et al., 2009	Disability & Age	Case 2

Policies

Academic Integrity
Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in an official academic sanction. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript, and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627. Go to academicintegrity.okstate.edu for a video on OSU's academic integrity policy and additional information.
Again, this is not to penalize students or to imply that students are not trustworthy. These rules are to protect the integrity of the academic process and to protect all.

Electronic Forms of Communication
In accordance with University policy, I will exclusively use your Oklahoma State University email address (@okstate.edu) to communicate with you on all course-related matters. If for any reason class needs to be cancelled or there is an emergency, email will be used when possible to communicate this information.

Homework assignments, current events analyses, and term project deliverables are to be submitted on D2L by the start of class on the due date. Email submission is a last resort in the event of technical difficulty. Because the drop box is available for the entire semester until the assignments are due, late assignments (not due to technical difficulties) will not be accepted. In other words, it is in your best interest NOT to wait until the last moment to post your work.

Email submissions: be advised that if you turn in any assignment via email, then you must do so by the arranged due date and time. Further, it is YOUR responsibility to ensure that emailed work was in fact received by the professor. This means that you must receive written confirmation (e.g., an email response from the professor) that your work was received on time. This confirmation must be received *by* the due date (i.e., do not wait until after the assignment is due to ask for confirmation that your assignment was received).

A note on technicalities and grade disputes
D2L is not infallible. Should an electronically delivered assignment not be recorded in the dropbox due to technical difficulties – you need to see me within one week of the due date. After that, the assignment is late and therefore may not be accepted. In the event that you should dispute a posted grade, you have one week to speak to me or email a written dispute for consideration. After that, the grade is permanent.

Students with Disabilities
Please be advised that Oklahoma State University provides reasonable accommodations and modifications for students with disabilities. Arrangements for adapting class procedures without

compromising course content and standards because of a documented disability can be made, but must be arranged in advance by making an appointment during my office hours and informing me of the situation. As per Oklahoma State University policy, in order for a student to receive services, you must first register with the Student Disability Services (SDS) at x47116 or in person at 315 Student Union.

Class Management
This virtual classroom is a training ground for your future career and business endeavors. As such, we will treat our class as we would a professional job. As with any job, there are workplace rules and norms that everyone needs to abide by to ensure that our business (class) functions effectively. These rules include the following:

- No Makeups – No Exceptions!
    - Equity, participation, and time management are valued in business, and modeled in class. Assignments are due as scheduled, at class start. Missed classes and assignments reduce one's course participation grade.
    - In the case of a documented emergency or pre-approved conflict, early submissions of individual work are accepted if delivered before the due date.
    - As noted above, it is YOUR responsibility to ensure that any early emailed work is actually received. You must receive written confirmation from the professor by the due date that early submissions were actually received. (DO NOT email me just before the deadline – this is not sufficient time to get a confirmation.)
- "I didn't know…" is NEVER a good excuse.
    - The syllabus and course D2L page are very carefully constructed to provide students with all necessary course information.
    - D2L will be used in this course. Class notes/PowerPoint presentations will be on D2L. You are responsible assuring you have D2L access and for downloading information for your use.
    - If you are unfamiliar with any technologies, websites, etc. use in this course, it is your responsibility to ASK somebody (the professor or another student, for example).