



**MGMT 5114 D**  
**Managing Diversity**  
Fall 2014, Session 2

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Office Hours: Tuesday 3:00-4:00 pm or by appointment  
Class Hours: Tuesday 6:00-9:00 pm, 701 DT

**Description**

This course examines issues arising from diversity within organizations including the implications of cultural differences for motivation, communication, conflict and leadership. The course will also examine practices that facilitate the effective management of diversity.

Prerequisite(s): [MGMT 5100](#), or MGMT 5101 and MGMT 5102

**A Note on the Approach to Learning**

The purpose of this course is to enhance participants' understanding of the implications of diversity and foster the development of skills for managing a diverse workforce. Learning skills involves conceptualizing and experiencing, practising and learning from that practice, expressing yourself and analyzing that expressed behaviour. Much of the class time and assigned work will require students to work through situations related to diversity. Students must be willing to critically examine their own behaviour, feelings and reactions.

The instructor's role is to help students learn from their experiences. Each student is responsible for her or his own learning. What a specific person learns depends on his or her own base skills, needs, readiness, and the relationships she or he develops with other members of the class. It also depends very heavily on the investment that he or she is willing to make in preparing for and participating in the classroom exercises. Learning potential is maximized when all participants communicate their perceptions and feelings honestly and directly. Lack of participation inhibits your own and others' learning.

**Required Materials**

There is no text book for this course. Assigned articles are available through the Carleton University Library Reserves.

## **ASSIGNMENTS**

### Marking Scheme

25%	Personal Application Assignment
10%	Group Mini Presentation on Cross-Cultural Leadership
20%	Group Presentation on Identity Groups
35%	Final Exam
10%	Participation in Class Exercises and Discussions

### Personal Application Assignment

Students will be asked to analyze their personal experiences and interactions in light of the material learned in the course. Students will be provided with a set of questions that explore their own experiences of diversity. Students will then analyze how their personal experiences affect their behaviour in the workplace and interactions with others. Detailed instructions will be provided in a separate handout.

### Group Mini Presentation on Cross-Cultural Leadership

In this assignment, groups will make use of GLOBE data to contrast leadership preferences prominent in Canadian culture with those of another culture. Each group will be assigned one country other than Canada to analyze and present to the class. These presentations will be limited to 10 minutes.

### Group Presentation on Identity Groups

Each class group will research and present material on an assigned identity group which experiences employment disadvantage (e.g. women, visible minorities, etc.). The course groups will be expected to identify the employment barriers and issues facing their assigned identity group and provide recommendations to organizations on how to better accommodate the needs of the identity group in question. Presentations will be limited to 15 minutes.

### Final Exam

The final exam will be a closed book case exam. It will be held during the regular class time during the MBA exam week.

### Participation in Class Exercises and Discussions

Since much of the learning in a course of this nature takes place during classroom activities, attendance and wholehearted participation are essential to successful performance. This component of the grade will include attendance, contributions to class discussions, effective performance in classroom activities and completion of peer evaluations. Please inform the instructor in writing of the reason for any unavoidable absence so that participation grades can be adjusted accordingly.

For each group activity, students will be asked to provide peer evaluations of group member contributions. Peer evaluations are a required element of class participation.



## Course Schedule

<b>Class</b>	<b>Readings</b>
Week 1 (Nov 4) Culture and Group Identity	Javidan, M., Dorfman, P.W., Sully de Luque, M. & House, R.J. (2006). In the eye of the beholder: Cross cultural lessons in leadership from Project GLOBE. <i>Academy of Management Perspectives</i> , 20(1), 67-90.
Week 2 (Nov 11) Responses to Difference	Earley, P.C. & Mosakowski, E. (2004). Cultural intelligence. <i>Harvard Business Review</i> , 82(10), 139-146.
Week 3 (Nov 18) Managing a Diverse Workforce <b>Leadership Presentations</b>	Ely, R.J., Meyerson, D.E. & Davidson, M.N. (2006). Rethinking political correctness. <i>Harvard Business Review</i> , 84(9), 78-87.
Week 4 (Nov 25) Inclusive Communications <b>PAA Due</b>	Tannen, D. (1995). The power of talk. <i>Harvard Business Review</i> , 73(5), 138-148.
Week 5 (Dec 2) Organizational Practices that Facilitate Diversity Management	Allen, R.S. & Montgomery, K.A. (2001). Applying an organizational development approach to creating diversity. <i>Organizational Dynamics</i> , 30(2), 149-161.  Thomas, D.A. & Ely, R.J. (1996). Making Differences Matter: A New Paradigm for Managing Diversity. <i>Harvard Business Review</i> , 74(5), 79-90.
Week 6 (Dec 9; <b>6-9:30pm</b> ) Diversity and Strategy <b>Identity Group Presentations</b>	Thomas, D.A. (2004). Diversity as strategy. <i>Harvard Business Review</i> , 82(9), 98-108.
Exam Week (Dec 16)	<b>FINAL EXAM</b> (6-9pm, 701 DT)

## **IMPORTANT ADDITIONAL INFORMATION**

### **Cellular Phones:**

The use of cellular phones IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry a phone to class, please make sure it is turned off. If an emergency situation requires you to keep your cell phone turned on, please discuss this with the instructor prior to class.

### **Deferred Final Examination:**

Students unable to write the final examination because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate documents to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with the examination schedule.

### **Group Work**

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. If you have a group assignment you may find the following resources useful:

<http://spratt.carleton.ca/students/undergraduate/bcom/group-work-resources/>

**Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.**

### **Persons with Disabilities**

Students with disabilities requiring academic accommodations in this course are encouraged to contact a coordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with the instructor at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information.

### **Religious Observance**

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is

known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

### **Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a *letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

### **Important Dates and Deadlines:**

Nov. 3	MBA F2 classes begin.
Dec. 11	MBA F2 and F1/F2 classes end.
Dec. 15-19	MBA F2 and F1/F2 Exam and final project week.
Dec. 25-Jan. 5	University closed.