

General Course Information

Course Title: MGMT 5114 Managing

Diversity Credit Weight: 0.25 credits

Prerequisites: [MGMT 5100](#)

Course Description

Exploration of issues arising from diversity within organizations including the implications of cultural differences for motivation, communication, conflict, and leadership. Identification of practices that facilitate the effective management of diversity.

Course Rationale

This course is highly relevant not only to the modern workplace but to the future of work – as our workforce becomes more and more diverse it is imperative that future managers are able to lead and embody inclusion. Students will learn about the nuances of intersecting identities, about their own position in relation to power and privilege, and will be able to apply their knowledge through online discussions, written assignments, and a final presentation.

Students will recognize the impact of identities and positionality on individual experience in the workplace. Students will also gain a deep understanding of the histories of oppression that inform modern societal and organizational power dynamics.

Course Learning Objectives

After successfully completing this course, you will be able to:

- CO1. Explain the importance of inclusion in organizations and the future of work.
- CO2. Recognize and critically reflect on their own personal biases, positionality, and privilege.
- CO3. Demonstrate the use of inclusive language recognition of diverse identities
- CO4. Explain the importance of **the** historical roots of oppression in modern organizational power dynamics
- CO5. Identify and apply key issues and considerations in modern diversity & inclusion
- CO6. Demonstrate an understanding of allyship and inclusive leadership

Course Schedule

Please regularly check and log into Brightspace to review the new content. Configure your personal notifications to opt into course announcements so that they will be emailed to your Carleton email address.

Module	Topics	Reading Materials	Deliverables
1	Introduction & Privilege	<ul style="list-style-type: none"> Textbook Chapter 1: Privilege (MO1-2) Why diversity programs fail (MO1-3) Optional: Diversity Management: A Critical Review and Agenda for the Future (MO1-3) 	<ul style="list-style-type: none"> Discussion
2	Identities	<ul style="list-style-type: none"> Textbook Chapter 6: Inclusive Language (MO2-2) Why difference makes a difference: diversity, inequality, and institutionalization (MO2-1) Optional: Chapter 1: Organizational Analysis Now (MO2-1) 	<ul style="list-style-type: none"> Discussion
3	Intersecting Identities	<ul style="list-style-type: none"> Textbook Chapter 2: Recognize intersectional oppression (MO3-1, MO3-2) It's not all about gender or ethnicity: a blind spot in diversity programs is holding equality back. (MO3-1, MO3-2) Optional: Rethinking diversity management: An intersectional analysis of diversity networks. (MO3-1) 	<ul style="list-style-type: none"> Discussion Positionality assignment due
4	Bias & Reflexivity	<p>sample</p> <ul style="list-style-type: none"> Textbook Chapter 3: Acknowledge Your Biases (MO4-1) Textbook Chapter 4: Address Your Biases (MO4-1) Unconscious bias training that works. (MO4-2) 	<ul style="list-style-type: none"> Discussion
5	Decolonizing diversity management	<ul style="list-style-type: none"> Textbook Chapter 8: Interrupt Oppression (MO5-1, MO5-2) A call to decolonize business schools, including our own (MO5-1, MO5-2, MO5-3) The Story of Africville. Canadian Rights Museum (MO5-1) Optional: Stolen Identities: What does it mean to be Indigenous. (MO5-1, MO5-2, MO5-3) Optional: In the eye of the beholder: Cross cultural lessons in leadership from Project GLOBE. (MO5-2) 	<ul style="list-style-type: none"> Discussion Critical Analysis Assignment due

Module	Topics	Reading Materials	Deliverables
6	Inclusion	<ul style="list-style-type: none"> • Three reasons why diversity equity and inclusion efforts fail. (MO6-2) • Diversity in the workplace isn't enough: Businesses need to work toward inclusion. (MO6-1) 	<ul style="list-style-type: none"> • Discussion
7	Allyship	<ul style="list-style-type: none"> • Textbook Chapter 7: Allyship (MO7-1, MO7-2) • How 'allyship' can make LGBT+ staff feel less excluded in the workplace. (MO7-1) • Allyship as a Diversity and Inclusion Tool in the Workplace. (MO7-1, MO7-2) 	<ul style="list-style-type: none"> • Discussion • Team Presentation: Inclusion Workshop due

Learning Materials

Textbook

Building Community: Introduction to Equity, Diversity, and Inclusion, Office of Diversity and Human Rights, University of Guelph. Can be accessed at:

<https://ecampusontario.pressbooks.pub/buildingcommunityintotoedi/#:~:text=Building%20Community%3A%20Introduction%20to%20Equity%20Diversity%20and%20Inclusion,-Office%20of%20Diversity,text=book%20description%3A%20The%20thought%2Dprovoking,and%20continuously%20interrupt%20oppression>

sample

Other Readings

Note: See the course schedule for timing. Those that are not publicly available are available through the Library Ares Reserves system and the course Brightspace page.

- Dobbin, F. & Kalev, A. (2016). Why diversity programs fail. *Harvard Business Review*, 94(7/8), 52–66.
- Koellen, T. (2021). Diversity Management: A Critical Review and Agenda for the Future. *Journal of Management Inquiry*, 30(3), 259–272.
- DiTomaso, N. (2021). 'Why difference makes a difference: diversity, inequality, and institutionalization'. *Journal of Management Studies*.
- Casey, C. (2002). Chapter 1: Organizational Analysis Now. In *Critical analysis of organizations : theory, practice, revitalization*. SAGE Publications. (pg. 8-26) (Optional)
- It's not all about gender or ethnicity: a blind spot in diversity programs is holding equality back. *The Conversation*. <https://theconversation.com/its-not-all-about-gender-or-ethnicity-a-blind-spot-in-diversity-programs-is-holding-equality-back-198237>

- Dennissen, M. H., Benschop, Y. W., & Brink, M. C. L. van den. (2020). Rethinking diversity management: An intersectional analysis of diversity networks. *Organization Studies*, 41(2), 219–240.
- Gino, F., & Coffman, K. (2021). Unconscious bias training that works. *Harvard Business Review*, 99(5), 114-123.
- **A call to decolonize business schools, including our own**
<https://theconversation.com/a-call-to-decolonize-business-schools-including-our-own-145915>
- Stolen Identities: What does it mean to be Indigenous. *The Conversation*.
<https://theconversation.com/stolen-identities-what-does-it-mean-to-be-indigenous-dont-call-me-resilient-podcast-ep-8-transcript-166252> (Optional)
- The Story of Africville. Canadian Rights Museum. <https://humanrights.ca/story/story-africville>
- 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. *Academy of Management Perspectives*, 20(1), 67-90. (Optional)
- King, M. (2023, January 18). Three reasons why diversity equity and inclusion efforts fail. *Forbes*. <https://www.forbes.com/sites/michelleking/2023/01/18/three-reasons-why-diversity-equity-and-inclusion-efforts-fail/?sh=112cf7f66a0a>
- Diversity in the workplace isn't enough: Businesses need to work toward inclusion. *The Conversation*. <https://theconversation.com/diversity-in-the-workplace-isnt-enough-businesses-need-to-work-toward-inclusion-19413>
- How 'allyship' can make LG+ staff feel less excluded in the workplace. *The Conversation*. <https://theconversation.com/how-allyship-can-make-lgbt-staff-feel-less-excluded-in-the-workplace-15556>
- Salter, N. P., & Migliaccio, L. (2019). Allyship as a Diversity and Inclusion Tool in the Workplace. *Diversity within Diversity Management* (Vol. 22, pp. 131–152). Emerald Publishing Limited.

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