BUS 364-001: Managing a Diverse Workforce
Winter 2020 (January 6 – April 9, 2020)

Instructor:	Caroline Graves
Phone:	306-530-6553 (cell.)
E-Mail:	caroline.graves@uregina.ca
Class Time:	Tuesday & Thursday; 5:30 – 6:45p.m.
Class Location:	Education Building - Room 621
Final Exam:	Tuesday, April 14, 2020; 7:00 – 10:00p.m.
Text:	• Barak, M. (2017). *Managing Diversity: Towards a globally inclusive workplace* (Fourth Edition). United States: Sage Publications, Inc.

Course Description:
This course concerns the increasing diversity of the work force and the major challenges and opportunities faced by organizations and their managers. Topics will include: maintaining fairness and justice, making effective decisions for performance improvement, allowing flexibility, and managing in the global environment. The course also examines the legal frameworks in place that value and protect employee and employer rights related to gender, race, age, religion, sexual orientation, ability, etc.

Prerequisite: BUS 250 (or ADMN 250)

Learning Objectives:
Students who complete this course will demonstrate an understanding of:

- a comprehensive model for diversity management utilizing the inclusive workplace model;
- the macro (or large-systems) perspective on diversity, including global demographic trends, legislation, and public policies in different countries;
- the micro/mezzo (or smaller systems) perspective on diversity, including how diversity is defined in different countries, theories explaining diversity, and interpersonal and cultural aspects, and communication in the workplace; and,
- solutions or practical intervention approaches.

Special Needs:
If there is any student in this course who, because of a disability, may have a need for accommodation, please contact the Coordinator of Special Needs at 585-4631, in addition to discussing the accommodation with me.

General Classroom Etiquette:

- Examinations may reference all text and in-class content. Should you miss a particular class, it is your responsibility to obtain notes, assigned activities, handouts, etc. from another student.
- Log in to UR Courses regularly to check for e-mails or any course-related announcements. Students are responsible for bringing appropriate material for class that may be posted on UR Courses or as noted in the Course Outline.

Cheating and Plagiarism:
While you are encouraged to interact with, and learn from, other students in this class, you are required to do your own work. **Plagiarism is a serious issue**. Students plagiarizing others' work will face misconduct penalties. Please avoid actions that constitute academic misconduct that could include sharing answers during exams, talking during exams, signing other classmates in for attendance purposes, etc. Be sure you understand Section 6A –Student Code of Conduct and Right to Appeal, contained in the 2018-19 Academic Calendar, https://www.uregina.ca/student/registrar/resources-for-students/academic-calendars-and-schedule/undergraduate-calendar/assets/pdf/2018-2019/2018-19-UG-Calendar-Full.pdf or ask your Instructor in advance if you have questions about plagiarism or misconduct.

Using someone else's words as your own (or plagiarism) includes omitting references, in-text citations, and quotation marks. If you are using someone's words or sharing their ideas, you must give them credit through proper citation or it can be considered plagiarism. Students who plagiarize unintentionally most often do so by failing to include all necessary, in-text citations. In-text citations must be included for any and all information located through research. This includes anything that was not from your own previous knowledge or your own personal research and analysis. Even if the information is paraphrased, it must be cited along with a direct quotation, a fact, a number, a statistic, someone else's opinion, or was found through multiple sources. **You must cite ideas too, not just the words.**

NOTE: **ANY** level of plagiarism in the form of **ANY** missing in-text citations and/or references MUST be referred to the Associate Dean – Undergraduate Program's office for investigation of academic misconduct. Consequences may include a notation in a student's file, a 0% on the assignment, or more severe penalties. Don't affect your academic career, cite correctly.

Course Assessment:

Component	*Due Date*	*Percentage of Final Grade*
Midterm Exam	February 13, 2020	20%
Research Paper	April 2, 2020	20%
Group Presentations	April 2 & 7, 2020	10%
Participation	Ongoing	10%
Final Exam	April 14, 2020	40%

Midterm Exam (20%):
The midterm exam will be conducted in class on **February 13, 2020**. No make-up exam will be offered. If you miss the midterm for a reason approved of by the instructor, your final exam will be worth an additional 20%. The midterm exam will cover all material in the textbook and discussed in class up to that point in time.

Research Paper (20%) – Due: April 2, 2020:
- You will prepare a research paper on a topic related to managing diversity and/or inclusion in the workplace.
- You may submit a paper as an individual or a group. If a paper is submitted on behalf of a group, all group members will receive the same grade.
- Your paper can be on the same topic as your group presentation.
- Your paper is to be a maximum of 12 pages. The title page, referencing, and appendices do not count towards the total page count.
- Use Times New Roman 12-point font, 1-inch margins, one-and-a-half spacing, and include page numbers.
- Additional details regarding this assignment will be discussed in class and a grading rubric will be posted to UR Courses.

Class Presentation (10%) – April 2 & 7, 2020
- You will be asked to form a group of 3 – 4 students for the purpose of making a presentation to the class on a topic of your choice. The topic must be related to managing diversity and/or creating an inclusive workforce.
- The purpose of this assignment is to help develop presentation skills. You will be evaluated on the content of the presentation as well as such factors as the structure, clarity, and organization of the presentation; eye contact and audibility; effective use of presentation aids (e.g., PowerPoint presentations); and, interaction and involvement with the class. Each group will be given a total of 10 minutes for their presentation, which will include time for questions and answers.
- A grading rubric will be posted to UR Courses.

Late Assignments:
Late assignments will be penalized 10% for each day that they are late. Late assignments will not be accepted after five (5) days unless there are extenuating circumstances that have been discussed with the instructor prior to the assignment deadline and the instructor has agreed to extend the deadline.

Final Exam (40%):
The final exam is scheduled for Tuesday, **April 14, 2020**. It will be a comprehensive, closed-book exam, and will cover material in the textbook and discussed in class.

Class Participation (10%):
Because this course relies heavily on application and discussion of material, 10% of your grade will be determined from class contribution. Simply showing up for class all the time will only earn you 50% of the participation grade.

You will gain points by:

- Being prepared for class.
- Participating constructively in class exercises and discussions.
- Making observations that integrate concepts and discussions.
- Asking appropriate questions.
- Describing relevant work-related examples.
- Sharing research, newspaper, or magazine clippings of interest and relevance.

You will lose points by:

- Not contributing in a meaningful way.
- Arriving late to class or leaving class early (without a valid reason).
- Missing class (without a valid reason).
- Engaging in inappropriate behavior or comments that take away from the quality of the learning for others (e.g., texting, browsing the internet, letting your cell phone ring).
- Being unprepared for class.

Class Schedule (subject to revision):

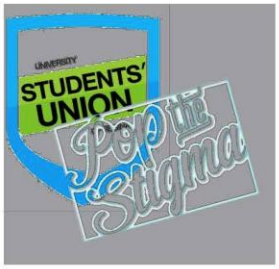
Date	Topic
Jan. 7	• Introductions and Review of Course Outline
Jan. 9	• Chapter 1: Introduction and Conceptual Framework
Jan. 14 & 16	• Chapter 2: Diversity Legislation in a Global Perspective: Equality and Fairness in Employment

Date	Topic
Jan. 21 & 23	• Chapter 3: Discrimination, Equality, and Fairness in Employment: Social Policies and Affirmative/Positive Action Programs
Jan. 28	• Chapter 4: Global Demographic Trends: Impact on Workforce Diversity
Jan. 30	• Chapter 5: Socioeconomic Transitions: The New Realities of the Global Workforce
Feb. 4 & 6	• Chapter 6: Defining Diversity in a Global Context: Prejudice and Discrimination
Feb. 11	• Review for Midterm Exam
Feb. 13	• **Midterm Exam**
Feb. 18 & 20	• **Winter Break – No Classes**
Feb. 25 & 27	• Chapter 7: Vive la Difference? Theoretical Perspectives on Diversity and Exclusion in the Workplace
Mar. 3	• Chapter 8: Culture and Communication in the Global Workplace
Mar. 5	• Chapter 9: Interpersonal Relationships in a Global Work Context
Mar. 10	• Chapter 10: Diversity Management: Paradigms, Rationale, and Key Elements
Mar. 12	• Chapter 11: Inclusive Leadership: Unlocking the Diversity Potential
Mar. 17	• Chapter 12: An Overview of the Inclusive Workplace Model: Managing the Globalized Workforce Diversity • Chapter 13: The Inclusive Workplace: Level I – Inclusion Through Diversity Within the Work Organization
Mar. 19	• Chapter 14: The Inclusive Workplace: Level II – Inclusion Through Corporate-Community Collaborations
Mar. 24	• Chapter 15: The Inclusive Workplace: Level III – Inclusion Through State/National Collaborations
Mar. 26	• Chapter 16: The Inclusive Workplace: Level IV – Inclusion Through International Collaborations

Date	Topic
Mar. 31	• Chapter 17: Practical Steps for Creating an Inclusive Workplace: Climate for Diversity, Climate for Inclusion, and Survey Scales • Chapter 18: Toward a Globally Inclusive Workplace: Putting the Pieces Together
Apr. 2	• **Research Paper Due**
Apr. 2 & 7	• **Group Presentations**
Apr. 9	• Conclude & Review for Final Exam
Apr. 14	• **Final Exam**

Please Note: Case studies, guest speakers, and class activities may occur that are not reflected on the class schedule.

University of Regina Counselling Services



Feeling Stressed? Always worried?

Some stress is normal when you're going to university but **1 in 5 students** will suffer from enough distress that they **would benefit from counselling**.

What can I do?

The U of R offers several counselling services free of charge for students at the U of R. These sessions are confidential and easy to access for students – simply go to the second floor of Riddell, Room 251 to make an appointment.

When should you go?

Knowing when to schedule an appointment can be tough. Some common issues you might need help with include test anxiety, if you've experienced a trauma like losing a family member or a close friend, or if you've recently ended a relationship.

If the feelings you're experiencing are more intense and severe counselling services can also provide urgent service within 3 days and referrals as needed.

What options are available for me?

Personal Counselling – This is a great option if you'd like one on one attention for things like anxiety and panic, relationship conflict, depression, grief and loss, academic issues, body image and substance abuse. Up to 5 sessions are free per semester. Try it – talking about your problems can be more helpful than you might think!

Group Counselling – Simply put, you're not alone. Many students are experiencing the same things as you. The U of R offers a wide variety of group counselling opportunities that can help teach many skills for managing your mental health, including: Meditation and relaxation, Healthy relationships, Stress Management and Self-Care.

But I can't afford counselling…

Seeking counselling doesn't have to be cost prohibitive. Many students can benefit from the 5 free sessions offered by the University as a benefit of being a student.

If you need more sessions make sure you contact URSU and visit www.iHaveAPlan.ca. Many expenses that are related to mental health, including going to a psychologist, are partially covered by your Student Health and Dental Plan!

What else can I do?

Self-care - taking better care of yourself, can help you out. Eating better, working out, smoking and drinking less and balancing school with fun can all help with mental health!

Have a problem but don't know how to fix it?
URSU's Student Advocate can help you free of charge!

- Academic Appeals
- Disciplinary Appeals
- Student Loan Appeals
- Emergency Bursaries
- Notary Public
- Rentalsman Appeals
- E-mail advocate@ursu.ca to schedule an appointment today!