



**GBUS 876 Diversity Management**

Winter 2021

Updated December 4, 2020

**This is a draft course outline – A final version will be posted on UR Courses by December 14, 2020**

Instructor: José Wellington Sousa

Class days: January 16, 23 and 30; Feb 6 and 13 (Remote teaching via Zoom).

Class time: 08:30 – 16:30

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**1. Course Overview**

This course examines the increasing diversity of the work force and the resulting issues faced by organizations such as maintaining fairness and justice, making effective management decisions, allowing flexibility, and managing in a global environment. The course also examines legal frameworks that protect employee and employer rights related to dimensions of diversity.

**Accessibility Services**

Notes: Any student who may need accommodations for a disability of any kind should notify me and contact the Centre for Student Accessibility at 306.585.4631.

**2. Textbook**

Mor Barak, M. (2017). *Managing diversity: Towards a globally inclusive workplace* (4th ed.). Los Angeles: Sage.

Note: in addition to this textbook, peer-reviewed articles will be added.

**3. Course Schedule and Reading Requirements**

<b>Course Schedule</b>	
<b>The Global and Canadian Context of Diversity Management</b>	
<b>Week 1 – January 16</b>	
8:30 – 10:00	Course overview Chapter 4, Barak (2017)
10:00 – 10:15	<b>Break</b>
10:15 – 11:45	Chapter 5, Barak (2017)
11:45 – 12:45	<b>Lunch Break</b>
12:45 – 14:15	Chapter 2, Barak (2017)
14:15 – 14:30	<b>Break</b>
14:30 – 16:30	Chapter 3, Barak (2017)
<b>Social Psychological Perspectives of Workforce Diversity</b>	
<b>Week 2 – January 23:</b>	
8:30 – 10:00	<b>Diversity Categories</b> Chapter 6, Barak (2017)



	<p>Mor Barak, M. (2015). Inclusion is the key to diversity management, but what is inclusion? <i>Human Service Organizations: Management, Leadership &amp; Governance</i>, 39, 83–88.</p> <p>Guest Speaker: Indigenous peoples and workplace diversity.</p>
10:00 – 10:15	<b>Break</b>
10:15 – 11:45	<p><b>Theoretical Perspectives on Diversity and Exclusion in the Workplace</b> Chapter 7, Barack (2017): Critical Race Intersectional Theory</p>
11:45 – 12:45	<b>Lunch Break</b>
12:45 – 14:15	<p>Chapter 7, Barack (2017): Social Identity theory Social comparison Symbolic Interaction theory</p>
14:15 – 14:30	<b>Break</b>
14:30 – 16:30	<p>Chapter 7, Barack (2017): Equity theory Realistic conflict intergroup contact theory</p>
<b>Week 3 – January 30</b>	
8:30 – 10:00	<p><b>Culture and Communication</b> Chapter 8, Barak (2017)</p>
10:00 – 10:15	<b>Break</b>
10:15 – 11:45	Chapter 9, Barak (2017)
11:45 – 12:45	<b>Lunch Break</b>
12:45 – 14:15	<p><b>Leadership and Teams</b> Hoch, J. (2014). Shared leadership, diversity, and information sharing in teams. <i>Journal of Managerial Psychology</i>, 29(5), 541-564.</p> <p>Jin, M., Lee, J., &amp; Lee, M. (2017). Does leadership matter in diversity management? assessing the relative impact of diversity policy and inclusive leadership in the public sector. <i>Leadership &amp; Organization Development Journal</i>, 38(2), 303-319.</p>
14:15 – 14:30	<b>Break</b>
14:30 – 16:30	<p>Chapter 11, Barak (2017)</p> <p>Ng, E., &amp; Sears, G. (2012). CEO leadership styles and the implementation of organizational diversity practices: Moderating effects of social values and age. <i>Journal of Business Ethics</i>, 105, 41–52. doi:<a href="https://doi.org/10.1007/s10551-011-0933-7">https://doi.org/10.1007/s10551-011-0933-7</a></p>
<b>Practicing Equity, Diversity and Inclusion</b>	
<b>Week 4 – February 6</b>	



8:30 – 10:00	<b>Diversity Management: Paradigm, Rationale and Key elements</b> Chapter 10 and 12, Barak (2017)
10:00 – 10:15	<b>Break</b>
10:15 – 11:45	Chapter 13, Barak (2017)
11:45 – 12:45	<b>Lunch Break</b>
12:45 – 14:15	<b>Diversity as Strategy, Organizational Analysis Diversity and Change and Resistance</b> Chapter 14 and 15, Barak (2017)
14:15 – 14:30	<b>Break</b>
14:30 – 16:30	Dass, P., D., & Parker, B. (1999). Strategies for managing human resource diversity: From resistance to learning. <i>The Academy of Management Executive</i> , 13(2), 68-80.
<b>Week 5 – February 13</b>	
8:30 – 10:00	Diversity Management Case Seminar
10:00 – 10:15	<b>Break</b>
10:15 – 11:45	Diversity Management Case Seminar
11:45 – 12:45	<b>Lunch Break</b>
12:45 – 14:15	Diversity Management Case Seminar
14:15 – 14:30	<b>Break</b>
14:30 – 16:30	Diversity Management Case Seminar

Note: the peer-reviewed articles listed above are subject to change. A final list will be posted on URcourses by December 14, 2021.

#### 4. Course Expectations:

This course will consist of a combination of live lectures, case presentations and discussions, videos, and guest speakers. Your presence and active participation will make a significant difference to the dynamics of the class and the degree of learning that occurs. Therefore, you are expected to attend class regularly, on time, remain for the whole period, and make a positive contribution while present.

Students are expected to prepare in advance for class to be able to effectively participate in class discussions. This includes reading the material that will be discussed in each class prior to attending.

In this course, you will be encouraged and expected to engage in critical thinking. This will apply to class discussions, assigned readings, and assignments. Critical thinking involves being thoughtful, asking questions, and not taking things you read or are told at face value. As it relates to this course, critical thinking will require researching, understanding different viewpoints, and challenging underlying assumptions and beliefs. Through thinking critically, we are able to develop an appreciation for difference, ambiguity, and contradiction.



5. Course Assessment Components

Assignments	Value (%)	Due Dates
Case and discussion facilitation	30	February 13, 2021
Reflective paper	25	February 20, 2021
Class presentation and handout	20	Vary
Quizzes	15	January 23, 30 and February 6, 2021
Participation	10	-

6. Assignments

Case and discussion facilitation

Case (25%)

This assignment can be done individually or as a team. You will write a 3000-word max. case on one or more diversity management issues. You should give preference to organizational issues that you are passionate about, that come out of your workplace experience and require a decision-making process. Besides your own experience, use the GBUS876 textbook, peer-reviewed academic articles included or not in the course outline, and other published sources to substantiate your case.

Your case should clearly show the following components: 1) the presentation of the issue, including background information (qualitative and quantitative when applicable) 2) the task and/or problem faced by the organization – what are you trying to solve? 3) a review of relevant concepts, theories and techniques useful to analyse the issue and analysis of the issues, followed by different well-founded decision-making alternatives and possible implementation actions 4) the best alternative found, expected outcomes, how to implement the action and proper justification.

Use APA style – 7th edition for formatting and style.

Case Presentation and Discussion Facilitation (5%)

You and/or your team will present and lead your case discussion. The discussion facilitation includes involving your classmates in the exploration of the issue, decision-making alternatives and possible implementation actions through directive questions, linking contributions and providing clarifications.

Reflexive Paper (25%)

You will write a 3000-word max critical reflective paper. This is a journal that articulates personal and professional lived experience, academic content, learnings and transformation of perspectives. Reflexivity has to do with the examination of your practice, attitudes and assumption. You are practicing reflexivity when you start to become aware of the relationship of your identity (e.g. race, class, gender and so) and power dynamics in the workplace and within the broader society. Include how you are planning to move forward and how you will apply the knowledge acquired in this course in your workplace.



Use APA style – 7th edition for formatting and style. Note: You may write this paper in first-person.

### **Class presentation and handout**

#### ***Class presentation (15%)***

You are required to perform a 45-minute presentation and facilitate a discussion on a topic related to diversity management theories and practices. This assignment can be done individually or as a team. Your presentation should be based on at least two peer-reviewed articles. One of them should be listed in this course outline. However, if you want to present on an aspect of diversity management not mentioned in the course plan, you will need to discuss it with your instructor in advance.

#### ***Handout (5%)***

You are also required to prepare a useful and resourceful 1 or 2-page handout to guide your audience during your presentation. Your handout should be well organized, refer to the sources consulted, and also list questions for discussion. The handout is not a copy of the PowerPoint!

Note: Detailed description, including a list of possible topics, and rubrics will be posted on URcourses.

### **Quizzes**

You are required to answer three quizzes during this course. The quizzes will be based on the textbook, lecture and class discussion and each quiz will not exceed 20 questions. The quizzes will be administrated as a class activity on January 23, 30 and February 6, 2021.

### **Participation**

See URcourses for description.