

## MANA 7356

### MANAGING DIVERSITY

Spring 2016

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**Email:** bwalker@bauer.uh.edu  
**Website:** [http://www.uh.edu/blackboard/learn\\_index.html](http://www.uh.edu/blackboard/learn_index.html)  
**Required Text:** *Understanding and Managing Diversity* (6<sup>th</sup> Ed). 2015. Harvey, C.P. & Allard, M.J. Pearson/Prentice Hall. ISBN: 9780133548198

#### Course Objectives

1. To broaden your conceptualization of diversity beyond legally mandated compliance requirements.
2. To encourage personal reflection and critical evaluation regarding a range of current diversity issues confronting business organizations.
3. To provide a forum for open discussion and debate about diversity-related issues within a business/professional context.
4. To help you to clarify your individual values regarding diversity and how they might relate to your future career.

#### Class Format

This is an online course. The class will not meet on campus and you do not have to login to the course Blackboard site at any specific time. **However, it is important that you check Messages from Bill on the course Blackboard Discussions page and Blackboard Messages at least twice per week because those are the places where I post information about pending due dates and other general course information.**

#### Orientation

It is important that you read the online orientation for this course. You may access the orientation, by clicking on the orientation icon on the course Blackboard home page.

#### Grading

Based on the fact that the University of Houston grading system does not provide for the grade of A+, I do not think it is fair to include A- as a possible grade. Consequently, the grading scale that will be used in this course is as follows:

<u>Grade</u>	<u>Percent Range</u>	<u>Points</u>
A	90-100	90-100
B+	87-89.9	87-89.9
B	83-86.9	83-86.9
B-	80-82.9	80-82.9
C+	77-79.9	77-79.9
C	73-76.9	73-76.9
C-	70-72.9	70-72.9
D+	67-69.9	67-69.9
D	63-66.9	63-66.9
D-	60-62.9	60-62.9
F	Below 60	Below 60

## Grading Components

### Article Reviews (20%)

You will review 5 of the 25 articles shown on the course Blackboard Discussion page. Each review will be worth up to four points and should be two full pages in length (**NO MORE AND NO LESS**). Reviews must be single-spaced (not 1.15, which is the default setting for recent versions of Word) and printed using Times New Roman, size 12 font, with 1.25 inch margins on the sides and 1 inch margins on the top and bottom (Office 2003 default in Margin settings in Page Layout on the Word header). Also, please do not use any space saving techniques such as adding extra space between paragraphs (the first sentence of each paragraph should be indented), using bulleted or numbered items, using sub-titles or footnotes, including diagrams and tables, or including anything other than the article number and your name at the top of your review. Your grade on the review will be reduced if you do not follow these technical requirements. The **ENTIRE** first page of each review should include a summary of the major points made in the article. The **ENTIRE** second page of each review should contain your analysis of the strengths and weaknesses of the article and your opinion regarding the issue discussed in the article. In particular, in your review you should critically analyze the arguments made in the article and, specifically, any examples of biased or faulty reasoning. Your reviews should be submitted to me as Word attachments to either Blackboard Message or email messages to me according to the following schedule (early and late submissions will not be accepted):

<b>Review Postings</b>	<b>Due Dates</b>
1 and 2	1/19 – 2/7
3 and 4	2/8 – 3/6
5	3/7 – 4/17

### Discussion Participation (30%)

Class participation is essential to the success of this course. In order to attain all of the course objectives, everyone must be involved. Your participation grade in this class will be based on items you post on the Blackboard Discussion page for each of the 20 articles shown on the course Blackboard Discussion page for which you do **NOT** submit an article review. Each discussion posting must be a minimum of 500 words in length and will be worth up to 1.5 points. **Approximately half of each posting should**

**summarize major points made in the article with the remainder of the posting devoted to your discussion of your opinion regarding one or more of the issues discussed in the article.** You may post more than one discussion item for a particular article but only the first posting will be graded. You do not have to discuss the articles in any particular order. For example, the postings you make during the period from August 24 through September 13 may be for articles 8, 17, 28, 37 and 40; they don't have to be for the first five articles listed on the Discussion page. The submission dates for posting discussion items is shown below. Your discussion items should be posted on the appropriate Blackboard Discussion page according to the following schedule (early and late submissions will not be accepted):

Discussion Postings	Due Dates
1 - 5	1/19 – 1/31
6 - 10	2/1 – 2/14
11 - 15	2/15 – 3/27
16 - 20	3/28 - 4/10

### **Paper (30%)**

You will research and prepare a written analysis of an issue, of your choice, related to managing diversity (e.g., you might choose to write about a specific company or a general topic that may be applicable to many companies). **You must review the topic you choose to write about with me before submitting your paper.** The analysis must be **a full 6 pages in length** (no more and no less) and must be single-spaced (not 1.15, which is the default setting for recent versions of Word) and printed using Times New Roman, size 12 font, with 1.25 inch margins on the side and 1 inch margins on the top and bottom (Office 2003 default in Margin settings in Page Layout on the Word header). Also, please do not use any space saving techniques such as adding extra space between paragraphs (the first sentence of each paragraph should be indented), using bulleted or numbered items, using sub-titles or footnotes, including diagrams or tables, or including your name/paper title at the top of any of the five pages. You will not receive full credit for a paper that has more than a few grammatical errors. Your grade on the paper will be reduced if you do not follow these technical requirements. In addition, you must attach a cover page that includes the topic you have chosen and a page of references at the end of your paper (the cover page and reference page do not count toward the 5 page requirement). **You must use at least four references for the paper and none of the references should be articles from the textbook.**

In your paper, you should include your identification and analysis of the central issues related to your topic, your evaluation of the alternative perspectives related to your topic, and a description of your current stance on the issue you have chosen. **Please see the note regarding plagiarism in the class policies section of this syllabus.** Your paper should be submitted to me as a Word attachment to either a Blackboard or email message. **Information in the text of your paper must be properly cited** using the method that is used in **The Pitney Bowes Case: A Legacy of Diversity Management** in the textbook. Do not include any footnotes at the bottom of any of the five pages of your analysis. **In preparing the paper you should avoid using more than three direct quotes and no quote should be longer than one or two sentences.**

While you may submit your paper at any time before the due date, the deadline for submitting your paper is **May 8.**

## **Case Study (20%)**

You will write a paper **responding to the discussion questions** related to **ONE** of the following Case studies found in the course textbook. The discussion questions are found near the end of the Case Study. You should not write the discussion questions word for word in the paper. Instead, you should just incorporate abbreviated versions of the questions in the paper. For example, Discussion Question 6c on page 163 (the Professor on Wheels case study) asks “[a]s dean, what are your specific options regarding the sport management position?” Rather than writing the question as stated in your paper and then responding to the question, you might write something like “If I were the dean, my primary options for filling the position would be ...”

**Professor on Wheels: A Case of Disability and Diversity** (pp. 158 – 165)

**The Culture of the U.S. Air Force and Its Impact on a Mobile Training Team Case** (pp. 222 – 227)

**The Six Sigma Case: Promotion at the Western Company** (pp. 347 – 352)

**A Case of Harassment, Discrimination, or Bullying? You Decide** (pp. 379 – 383)

The case study must be a **full 5 pages in length** (no more and no less) and must be single-spaced (not 1.15, which is the default setting for recent versions of Word) and printed using Times New Roman, size 12 font, with 1.25 inch margins on the side and 1 inch margins on the top and bottom (Office 2003 default in Margin settings in Page Layout on the Word header). Also, please do not use any space saving techniques such as adding extra space between paragraphs (the first sentence of each paragraph should be indented), using bulleted or numbered items, using sub-titles or footnotes, including diagrams or tables, or including your name/paper title at the top of any of the five pages. You will not receive full credit for a case study that has more than a few grammatical errors. Your grade on the case study will be reduced if you do not follow these technical requirements. In addition, you must attach a cover page that includes the title of the case study you are writing about and your name. **Please see the note regarding plagiarism in the class policies section of this syllabus.**

If you don't have much experience in writing case analyses, the following University of Notre Dame site may be helpful. In particular, the sections beginning with Producing a Case Solution through the end of the paper may be helpful and I encourage you to read them before beginning your case study paper.

[http://www.awpagesociety.com/images/uploads/Analyzing\\_A\\_Case\\_Study.pdf](http://www.awpagesociety.com/images/uploads/Analyzing_A_Case_Study.pdf)

While it is not necessary to use sources other than articles in the textbook in writing your case study, I will check the case study for plagiarism so please properly cite outside references if you choose to use them. You may submit your case study at any time from **April 11 – April 24.**

## **Class Policies**

### **Accommodations for Students with Disabilities**

The Center for Students with Disabilities provides a wide variety of academic support services to all currently-enrolled UH students who have any type of mental or physical disability of either a temporary or permanent nature. These services include assistance with course accommodations, adaptive

equipment, individualized exam administration, taped textbooks, wheelchair repair, library needs, registration, handicapped parking, accessible housing and transportation, as well as many other needs. If you feel that you may need assistance of this nature, you may wish to call the Center at 713-743-5400. In addition, you should let me know about any special needs you may have as soon as possible.

Because the University of Houston has a formal mechanism to determine the accommodations appropriate for any student due to disability, I am unable to make any exceptions to the rules and policies of the course without a written request from the Center.

### **Additional Class Policies**

1. It is important that you ask any and all questions that you may have that are relevant to the topics covered. All questions are important. If you do not understand a concept, ASK!
2. You are responsible for reading and understanding the policies and the assignments as outlined in this syllabus. Please make sure that you read the syllabus carefully.
3. **EXTRA CREDIT** – The only extra credit that will be offered is three points that will be added to your grade if you submit your five-page paper (**not your Case Study paper**) on or before **March 13**. Granting additional extra credit opportunities to one or a few students would not be fair to the rest of the class.
4. **A Note on Plagiarism:** Plagiarism involves the stealing/copying and passing off as your work, the ideas or words of another person. Since researching and writing your paper involves reviewing articles and books written by other people, it is important that you avoid plagiarism. You may do so by: (a) using quotation marks when you are using the exact words of another person (and then giving credit to that person through an appropriate citation in the text of the paper), or (b) summarizing the author's words by paraphrasing (please note that merely changing a few words in a sentence/paragraph is not acceptable paraphrasing – acceptable paraphrasing is accomplished by substantially rewriting the original passage). If you paraphrase, you must also give credit to that person through an appropriate citation in the text of the paper using the method used in the **The Pitney Bowes Case: A Legacy of Diversity Management** in the textbook. In writing your paper, you can avoid plagiarism by following the guidelines found at <http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml> . In grading **your paper and your case study**, I will assume that you have read and understand the contents of the Indiana website and I will check for plagiarism using the University's plagiarism software (Turnitin). Since many UH professors use Turnitin, it will likely include papers that you have written for other classes. So, if you have written a paper about a similar topic in the past, I suggest that you avoid using the same wording in the paper you write for this course or that, too, will be considered plagiarism. It is also important to include citations in the text of your paper. Any part of your paper that reflects information from your sources should be cited. **Finally, in preparing the paper you should avoid using more than three direct quotes and no quote should be longer than one or two sentences.**
5. Although I do not anticipate making any changes to this syllabus, I reserve the right to do so. In the event that I find it necessary to change the syllabus, I will notify students of the change (s) by posting notices on the course Blackboard Discussion page and by sending Blackboard messages to the class.