MGMT 412–Section 001: Diversity in Organizations  
Fall 2012

Class meets: Monday & Wednesday from 3:00 to 4:15 a.m. in Enterprise Hall 173
Instructor: David A. Kravitz, Ph.D.
Office: 212 Enterprise Hall
Office hours: I am available immediately after class—in the classroom for a few minutes and then in my office until 5:15. If that time does not work for you, I will be happy to set up an alternative appointment.
Contact: e-mail: dkravitz@gmu.edu [This is the most reliable way to reach me] 703-993-1781 (voice); 703-993-1870 (fax)
Course website: Course materials will be posted on Blackboard.
Prerequisites: MGMT 301 & degree status

COURSE DESCRIPTION:
This course will cover a variety of topics relevant to diversity in organizations. We will consider cultural and psychological process that influence the manner in which people deal with one another, as well as the history of workplace discrimination in the U.S. We will apply these concepts to discussions of specific dimensions of diversity, including gender, racioethnicity, sexual orientation, religion and disability. Finally, we will consider ways in which organizations can and do manage diversity.

COURSE GOALS
The goals of this course are: (a) to increase students’ knowledge about the facts relevant to understanding the role of diversity in human affairs and especially in the workplace; (b) to increase students’ understanding of various demographic groups and their ability to work successfully with people who differ from them; (c) to increase students’ understanding of the role of diversity in the workplace, along with the procedures and practices of diversity management.

LEARNING GOALS FOR THE MANAGEMENT PROGRAM
Students who are competent in the management discipline will meet the following learning goals.
• Students will understand and apply the theories, models, research findings, and tools related to organizational behavior.
• Students will understand and apply the theories, models, research findings, and tools related to the management functions of planning, organizing, staffing, leading and controlling.
• Students will analyze and solve problems creatively.
• Students will integrate key components of human resource management (including selection, training, compensation, strategic human resource planning, performance evaluation, employee relations, and employment law).
• Students will synthesize key aspects of strategic management
COURSE LEARNING OBJECTIVES: BY THE END OF THE SEMESTER, I HOPE YOU WILL BE ABLE TO

• describe many of the ways in which people differ from one another (dimensions of diversity) and explain how those differences affect people’s experiences and behavior.
• explain the cultural and psychological processes that influence how individuals perceive and react to others – especially those who differ from themselves.
• use your understanding of the above to increase your awareness of how you have developed your beliefs about the social world and particularly about your own and other groups.
• use your understanding of the above to increase your awareness of why you act as you do toward other people.
• detail the challenges of being a member of an underrepresented and/or low-power group in the workplace, and explain how those challenges vary with the dimension of diversity.
• interact and work with others who differ from you more comfortably and successfully than you could before you took this course.
• explain the potential value of diversity and why effective management of diversity is needed for organizations to attain that value.
• discuss some of the specific challenges involved in effectively managing diversity along various dimensions of diversity.
• describe some of the ways in which organizations manage diversity.
• critique an organization’s diversity management policies and practices.
• design policies and procedures to enhance an organization’s management of diversity.

CLASS FORMAT
The class activities will include lectures, class discussions, study group discussions, and presentations by external speakers and by students.

STUDENT EVALUATION
What you learn and how much you learn will depend on how actively you approach this course. I encourage you to push yourself to make the most of the opportunities offered. I use a variety of assignments to maximize learning (different assignments lead to different types of learning) and fairness (different students excel at different types of assignments).

Journals: One assignment is to keep a journal of your observations and thoughts regarding diversity as it relates to this class.

• Purpose. The purpose of the journal is to motivate you to think about diversity and specifically to reflect on each week’s topic. It also provides me with a way to assess your contributions to the class; you are more likely to contribute to class discussion if you have thought about the issues before class.

• Content. The journal will be an account of your feelings, thoughts, experiences and insights during the course of the semester. Each journal must deal with a specific topic as specified in the schedule below. The journals offer you the opportunity to reflect deeply about a topic and share your thoughts with the knowledge that you will get full credit regardless of what you write, as long as it is clear that you have thought about the topic. You can learn and grow through this experience—if you take advantage of it.

• Length and format. The paper must be at least as long as one double-spaced printed page (250+ words), though it will automatically be changed to single-space when you paste it into Blackboard.
• *Grading and credit.* These papers will be graded on a 1/0 basis. The normal grade will be 1. A grade of zero will be assigned to papers that are too short (less than 250 words) or that do not focus on the assigned content.

• *Submission.* Submit the paper electronically to Assignment section of our class Blackboard website. The paper is due **one hour before** the beginning of class on the date specified in the schedule shown at the end of this syllabus. If we miss class (e.g., due to inclement weather) the schedule will change accordingly.

• *Credit.* If you miss the deadline, the Blackboard website will not accept the paper and you will receive a grade of 0. Because this is the only way in which I give credit for class contributions, **you must attend class and remain for the entire class** to receive credit. You may not leave except for an emergency, in which case you must inform me of your departure and reason therefore.

• *Number required.* Because students must sometimes miss class for professional or personal reasons, you only need to receive credit for 10 of the 12 possible journals to receive full credit for this assignment. I recommend that you get them done early in the semester, because unexpected problems may force you to miss some later in the semester and an “excused absence” is not an option. I will not assign extra credit if you turn in more than the required number of journals.

**Quizzes**

• *Purpose.* The purposes of the quizzes are to: (1) motivate you to do the assigned reading before class, and (2) help you learn the material. Research has shown that memory of material is improved both by studying and by being tested on the material (cf. Roediger & Karpicke, 2006, *Perspectives on Psychological Science, 1*, 181-210).

• *Content.* The quiz questions will be drawn from the readings assigned for the classes indicated in the schedule below. “Readings” include **all** the activities that were assigned for the class.

• *Format.* Each quiz will contain four questions. Quizzes will usually include 3 multiple choice questions and one short answer question, but I may use other types of questions.

• *Timing.* Quizzes will be given on the dates indicated in the schedule shown at the end of this syllabus. [If we miss class (e.g., due to inclement weather) the schedule will change accordingly.] **Quizzes will be administered at the beginning of class.** If you arrive after the quiz has been administered you will receive a grade of zero. If you leave class early except for a family or personal emergency, you will be penalized 1 point. Be sure to inform me if you leave – leaving without informing me of your departure is a violation of the honor code.

• *Grading.* Each question will be worth 1 point. Most questions will be graded 0/1, but partial credit will be possible for some questions (e.g., short answer). Scores can range from 0 to 4.

• *Overall grade.* I will give 8 quizzes. I will drop your 2 lowest grades, so you can earn up to 24 points (4 points for each of 6 quizzes). I will treat 23 points as a perfect score, so 1 point extra credit is possible. Because the total quiz grade will be worth 23% of your course grade, each point will be worth 1% of your grade. Take them seriously.

**Examination:** There will be one examination.

• *Timing.* It will be administered on the day specified in the schedule at the end of this syllabus. [If we miss a day (e.g., due to inclement weather), the date may be moved back accordingly.]

• *Content.* It will include **all** the material covered before that day.

• *Format.* It may include any type of question. I expect about 75% of the points will come from objective questions (e.g., multiple-choice) and 25% will come from subjective questions (e.g., short essays).

• *Scantron.* Bring a Scantron for recording your answers to the multiple-choice questions.
• **Tardiness & Absence.** If you are late to class, you will have less time to work on the exam. I will offer a makeup examination only for university-sanctioned reasons, which include hospitalization on the date of the exam, death of an immediate family member, and other such traumatic events. Except for absences due to last-minute emergencies, no makeup exam will be given unless I am notified of your impending (and excused) absence prior to the date of the exam. Documented proof must be provided to justify any absence.

**Understanding Others Essay**

• **Basic Information.** This essay will be a report of interviews you complete with people who belong to a demographic group to which you do not belong. Your task is to try to understand their experience—to see the world through their eyes. You should give special attention to their workplace experiences. You may complete this assignment alone or with a partner. If you work with a partner, which I recommend, the two of you should differ along important demographic dimensions, so you can also learn from your partner. If you decide to work with a partner, you must tell me of the partnership by Class 15 and I must explicitly approve of the partnership. More information about this assignment is given in documents posted in the Information section of the class Blackboard website.

• **Submission Procedure.** You must submit the paper electronically to the Assignment section of our Blackboard website. I will create two different SafeAssigns for the paper: Draft and Final. The “Draft” SafeAssign is for your use only. You can submit one draft version of your paper to the “Draft” SafeAssign to check for plagiarism issues. I will neither view nor grade papers submitted to the “Draft” SafeAssign. You must submit your final paper (the one I will grade) to the “Final” SafeAssign. Please let me know if you have any questions about SafeAssign or the paper submission process.

• **Submission deadline.** You must submit your final paper to the “Final” SafeAssign by 1 hour before the beginning of class on the date specified in the schedule shown at the end of this syllabus. If we miss class (e.g., due to inclement weather) the schedule will change accordingly. If the paper is late, it will receive a penalty of 20% for the first day and an additional 20% for each day thereafter. If you work with a partner, either member of the team may post the paper.

**Course Reflection Paper**

• **Purpose.** The purpose of this paper is to motivate you to think about how you have been affected by this course. A second purpose is to give me some indication of how the course has affected you.

• **Content.** You should write about how your view of the world and/or your behavior has been affected by taking this course. If your perspective and/or behavior have been affected, you should give specific examples of how your views have changed or of actions you have taken due to your experiences in this course. (Please do not mention actions you took simply to satisfy the requirements of this course.)

• **Privacy.** Because I want you to feel free to report your honest reactions to the class, even if your reactions are negative, you should not put your name on the paper. I will provide a sign-in sheet for you to initial to indicate that you have turned in the paper and that it satisfied the minimum requirements. (The honor system applies, of course.) I may be asked or may choose to prepare a report about this course. Such a report would include a discussion of the impact the course has on students. If you do not want me to include the information you provide, you must say so at the end of the paper. I may also want to quote you as “an anonymous student.” If you do not want me to quote you, you must say so at the end of the paper.
• **Length and format.** The paper must be at least one double-spaced printed page (250+ words). Do not write your name on the paper. At the top of the (first) page, print the course ID (MGMT 412), the semester, and the assignment (“Course Reflection Paper”).

• **Grading and credit.** These papers will be graded on a 2/1/0 basis. If you pledge that you have turned in the paper and that it honestly reflected your reactions to the course and was at least 250 words long, you will receive a grade of 2. You will receive a grade of 1 if your paper is too short (you will need to inform me of this) or turned in late (see below). Note that what you say will not affect your grade, so please be entirely honest. In addition, you will receive credit whether or not you give me permission to use your statement or quote you. In short, you will get full credit if you turn in this assignment on time and it satisfies the content and length requirements.

• **Delivery.** A hard (printed) copy of the paper is due at the **beginning** of the final class. You must attend class to turn in the course summary paper and you must remain through the class. If you leave class early, you will be penalized 1 point.

• **Tardiness & Absence.** You will be penalized 1 point if the paper is late (10 minutes to 24 hours) or if you do not remain in class after turning it in. If the paper is more than 24 hours late, I will not accept it and you will receive a grade of 0. If you do not bring the paper to class, you must bring it to my office within 24 hours.

**Team Project**

• **Paper – Basic Information.** I will create learning teams a few weeks into the semester. Each learning team must evaluate an organization in terms of its level of diversity, approaches to diversity management, and the like. More information about this assignment is given in documents posted in the Information section of the class Blackboard website.

• **Paper – Submission Procedure.** You must submit the paper electronically to the Assignment section of our Blackboard website. I have created two different SafeAssigns for the paper: Draft and Final. The “Draft” SafeAssign is for your use only. You can submit one draft version of your paper to the “Draft” SafeAssign to check for plagiarism issues. I will not view or grade papers submitted to the “Draft” SafeAssign. You must submit your final paper (the one I will grade) to the “Final” SafeAssign. Please let me know if you have any questions about SafeAssign or the paper submission process.

• **Paper – Submission Deadline.** You must submit your final paper to the “Final” SafeAssign by the beginning of the final exam period. You must bring a hard (printed) copy of the paper to class. If the paper is late, it will receive a penalty of 20% for the first day and an additional 40% for each day thereafter. Any member of the team may post the paper to the Blackboard website or bring it to class.

• **Presentation – Basic Information.** Each team must give a presentation summarizing their findings during the final exam period.

• **Presentation – Tardiness & Absence.** You must bring to class both a hard copy of your PowerPoint file and an electronic copy on a pin drive. The team will be penalized 10% if I am not given the electronic file by the beginning of class and it will receive a grade of zero if it is not ready to give the presentation when its turn comes.

• **Paper & Presentation – Grading.** The grades you receive will be based on the team performance and your teammates’ evaluations of your contributions to the team. If you do not do your share of the work, your grade will be decreased accordingly. See the separate grading sheets for the grading rubric. I recommend that you pay attention to them when preparing your paper and presentation.
**Weighting and due dates of Assignments**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due date (assuming no class cancellations)</th>
<th>% of grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journal</td>
<td>Multiple dates: See schedule</td>
<td>10</td>
</tr>
<tr>
<td>Quizzes</td>
<td>Multiple dates: See schedule</td>
<td>23</td>
</tr>
<tr>
<td>Examination</td>
<td>Class 9</td>
<td>25</td>
</tr>
<tr>
<td>Understanding Others Essay</td>
<td>Class 22</td>
<td>15</td>
</tr>
<tr>
<td>Course Reflection Paper</td>
<td>Class 28</td>
<td>2</td>
</tr>
<tr>
<td>Team Project – Paper</td>
<td>Final exam period</td>
<td>18</td>
</tr>
<tr>
<td>Team Project – Presentation</td>
<td>Final exam period</td>
<td>7</td>
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</tbody>
</table>

Semester grades will depend on the total points you earn on the assignments, using the percentage cutoffs shown below. Scores exactly at a cutoff will be assigned the higher grade. There will not be a curve, but extra credit is possible as explained below.

<table>
<thead>
<tr>
<th>Grade</th>
<th>F</th>
<th>D</th>
<th>C</th>
<th>C+</th>
<th>B-</th>
<th>B</th>
<th>B+</th>
<th>A-</th>
<th>A</th>
<th>A+</th>
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<td>% of Points</td>
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<td>60-70</td>
<td>70-77</td>
<td>77-80</td>
<td>80-83</td>
<td>83-87</td>
<td>87-90</td>
<td>90-93</td>
<td>93-97</td>
<td>100</td>
</tr>
</tbody>
</table>

**Extra credit essay—Becoming a Minority:** This exercise is designed to give you the experience of being a minority (or a minority of a different group than usual). More information is given in a separate document posted in the Assignments section of the class Blackboard website and an example of an excellent paper is given in the Information section of the course Blackboard website. The essay must be at least three double-spaced pages long and will be graded on a pass/fail basis. You must submit the paper electronically to the Assignment section of our Blackboard website any time up to the **beginning** of Class 28. If you receive a passing grade on this essay, I will add 3 points to your semester average.

**Discussion Forums and Chat Rooms**

Two opportunities for extending dialogue among class members beyond the classroom are the discussion forum and chat room housed on the course’s website. These resources will serve several purposes, including: 1) providing a chance to continue conversations on class-related themes outside the classroom, 2) permitting the whole class to participate in outside-class interactions, and 3) increasing the opportunities to share ideas and perspectives, ask and answer questions, clarify issues, disseminate information, and communicate with other students.

In addition to the whole-class discussion areas, I will create discussion areas for each of the teams I create for the team project. Each team area will be private, so only I and members of that team can read the messages.

**EXPECTATIONS**

**Effort and time:**

We will cover a lot of material this semester. An assignment of some type is due at the beginning of almost every class. Of the three major assignments, one requires you to work with other students and a second permits you to do so. Your work partners will rely on you to carry your share of the load. Furthermore, I have high performance expectations. I know you are able to perform well and I
expect you to do so. To do well in this class, you should plan to spend at least 6 to 8 hours per week on the readings and assignments – in addition to class time.

Standards of behavior:
The mission of the School of Management at George Mason University is to create and deliver high quality educational programs and research. Students, faculty, staff, and alumni who participate in these educational programs contribute to the well-being of society. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the SOM community. In doing so, they agree to abide by the following standards of behavior:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence. SOM can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the SOM. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

Honor code: The honor code applies to all the work required for this class. You may not obtain any help from anyone on the quizzes or examination or from anyone outside your learning team on the team project. You and your partner may discuss your understanding others project with others, but may not receive any comments on the written essay or help with the writing except from the GMU Writing Center. I encourage you to discuss your journal entries (or, more generally, your thoughts about diversity) with others, but you should write the journal entries yourself. More information about the GMU honor code is given on the GMU website at various locations, including: http://catalog.gmu.edu/content.php?catoid=5&navoid=410&bc=1#Honor. If you are ever uncertain about whether certain class-related behavior is ethical, please check with me. Be aware that I will send any violation of the honor code to the Honor Committee and will probably recommend that the penalty be an F in the class. I feel very strongly about this.

Standards Especially Relevant to this Class
How much you get out of this class will be strongly affected by how much you and other students put into the class. For this class, please think of yourself as a “junior partner” rather than a “customer.” You each have unique experiences and perspectives to offer. Your contributions will be important because, after all, this class is about diversity (differences). I hope you will help me turn this into a wonderful learning experience in which you both teach and learn from the rest of us.

This class will involve discussion of controversial issues that are personally important and about which we may have strong feelings. Thus, it is especially important for us to treat one another with respect. Our learning will be strongly affected by our ability to communicate and share our experiences. We must develop an atmosphere in which we can openly discuss our thoughts, feelings, and experiences without the fear of being judged by others. Towards this end, here are some points of information that should help us work well together.

- We have all been victimized by some level of prejudice or discrimination.
- All humans, including ourselves, have some level of prejudice against some other group.
We all have some degree of ignorance about other groups. This class offers us an opportunity to decrease our ignorance.

We will discuss (and agree on) standards of behavior during class.

Activities during class: During class, you should be focused on class. Please do not play video games, read the newspaper, do your homework for other classes, gossip, sleep, or engage in other activities that have nothing to do with this class. Do not get up and leave class unless you are dealing with an emergency or simply must get to the bathroom immediately. If you are not interested in class, don’t come.

Cell phones: The use of cell phones during class is precisely contrary to our desire to create a learning opportunity. When you text or talk on the phone, you are implicitly saying to me and to the rest of the class that you are uninterested in what is going on and in what we are saying. This is insulting. In addition, this behavior could get you in serious trouble at work and school is supposed to prepare you for the workplace. If you receive calls or texts during class, do not respond. If you simply cannot resist answering your cell phone, turn it off before class. Of course, I am willing to make an exception if you are dealing with an emergency situation. If that’s the case, please warn me about it at the beginning of class and sit near the door so you can leave when you must answer the phone.

Other

Blackboard: Except for the readings, all materials needed for this class will be available on the class Blackboard website.

E-mail: Students must use their Mason email accounts to receive important University information, including messages related to this class. See https://thanatos.gmu.edu:8447/masonlive/login for more information. You are fully responsible for checking your e-mail regularly and for any information communicated to the class via e-mail. You should always feel free to communicate with me via e-mail. I recommend that you keep all my e-mail messages to you and all your messages to me just in case you want to check on something I said or prove that you sent me a message or attachment. I try to keep all relevant messages, but am not perfect.

Disability: If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services at 703-993-2474 or http://ods.gmu.edu/. All academic accommodations must be arranged through the ODS.

Counseling center: George Mason University has a counseling center that can provide assistance if you find yourself overwhelmed by life, want training in academic or life skills, or the like. In addition to counselors, they have an extensive library of self-help tapes and other resources on dozens of topics, including anxiety, communication skills, depression, exam strategies, money management, note-taking, procrastination, shyness, stress, study skills, test anxiety, and time management. More information is available at (703) 993-2380 and http://www.gmu.edu/departments/csd/c/

Writing center: George Mason University has a Writing Center that can help you improve your English writing skills. There is even an office in Enterprise Hall, which is home to the School of
Management. More information is available at 703-993-1200 and [http://writingcenter.gmu.edu/](http://writingcenter.gmu.edu/). They have special resources for individuals for whom English is not their first language.

**Religion:** Students who will miss class for religious reasons should inform me of their anticipated absences as soon as possible. See [http://ulife.gmu.edu/religious_calendar.php](http://ulife.gmu.edu/religious_calendar.php) for Mason's official list of holidays that have been designated as non-work days by the religions that observe them.

**Inclement weather & campus emergencies:** Information regarding weather related changes in the University’s schedule (e.g., closing or late opening) will be provided on GMU-TV, on the University's information line (703-993-1000), and will be given to all local media outlets (although media coverage cannot be guaranteed). When in doubt, check the above sources of information. I plan to hold class unless the campus is officially closed. If class is cancelled due to inclement weather or other emergency, activities (e.g., coverage of material, exams, etc.) scheduled for that class will be moved to the next class. We will discuss further changes when we meet.

**READINGS**

**Textbook:** The textbook should be available at the bookstore. Assignments from the text are identified as “CR” in the list of assigned readings.


**Other readings:**

- For some of the classes, additional readings or activities are listed in the schedule below. Please read these papers or complete the activities before coming to class.
- I have provided links to web locations where most of the other readings can be found.
- To find full text articles on the Mason library
  - See: [http://library.gmu.edu/education/students/find_fulltext.html](http://library.gmu.edu/education/students/find_fulltext.html)
  - See the document *Finding Articles through E-Journals* that I have posted on the Information page of the course Blackboard site.
- Please access and download or print out the readings as soon as possible, so if there’s a problem with the link you will not discover it at the last minute.
  - If there is a problem with a link, please email me right away so I can figure out how to give you and your classmates access to the article.
- I may add a few more short readings during the course of the semester. If I do, they will not be included in the relevant quizzes and in the examination unless I explicitly state that they will be.

Simply reading the assigned chapters and papers is not sufficient. Instead, you should think about them carefully. You should come to class prepared to summarize the key points of the reading and to contribute to class discussion and analysis. Think about each reading from both a conceptual and a practical perspective. As you read the papers, ask yourself:

- What are the key concepts and principles? What are the key points?
- So what? Why does this matter?
- Does this make sense, given everything you know? Is it logical?
- What are the implications for my behavior and for organizations?
**CLASS SCHEDULE**

**Class 1 (8/27): Course Introduction**

**Quiz 1** [This covers the syllabus. Must be completed by 3 p.m. on September 9]

- Before class, go to the class Blackboard website. Download, print, and bring to class
  - This syllabus
  - The Student Information Sheet (filled out and printed **on a single page**).
  - Information about all the assignments available on the course Blackboard website.
  - The PowerPoint slides for today’s class

**Class 2 (8/29): Initial Concepts**

**Journal 1**: must focus on the concepts covered in Classes 1 or 2

- CR Chapter 1
- View “*Chimamanda Adichie: The danger of a single story*”
  - http://www.youtube.com/user/tedtalksdirector?blend=1&ob=4#search/1/D9lhs241zeg
- Kravitz, D. A. (2007, December 27). *Comment on the phrase “Person/People of Color”*. 

**Class 3 (9/5): Culture**

**Journal 2**: must focus on the concepts covered in Classes 3 or 4

- CR Chapter 2 [pages 27 – 35]

**Class 4 (9/10): Culture continued**

**Quiz 2** [This covers the readings for Classes 2, 3 and 4]

- CR Chapter 2 [pages 35 – end]

**Class 5 (9/12): Social Identity**

**Journal 3**: must focus on the concepts covered in Class 5

- CR Chapter 4 [pages 116-119]
- What is stereotype threat? [http://reducingstereotypethreat.org/definition.html](http://reducingstereotypethreat.org/definition.html)
- What are the consequences of stereotype threat? [http://reducingstereotypethreat.org/consequences.html](http://reducingstereotypethreat.org/consequences.html)
- What are the mechanisms behind stereotype threat? [http://reducingstereotypethreat.org/mechanisms.html](http://reducingstereotypethreat.org/mechanisms.html)
Class 6 (9/17): Psychological Processes: Prejudice
Journal 4: must focus on the concepts covered in Classes 6 or 7

- **Do this before you read the following assignments.**
  - Point your browser at (https://implicit.harvard.edu/implicit/demo/).
  - Click on “Take a Demo Test” at the top and follow the instructions.
    - Complete two demonstration tests – picking groups or dimension to which you think you’ll have different emotional reactions.
  - Go back to the initial location (above) and click on “Background.” The links under “General Information” provide more information about the IAT.
    - Click on “Understanding and interpreting IAT results” and read the short explanation.
    - Click on “Answers to frequently asked questions about the IAT” and read any that interest you.


- CR Chapter 4

Class 7 (9/19): Psychological Processes: Stereotypes
Quiz 3 [This covers the readings for Classes 5, 6 & 7]

- CR Chapter 4 [Review pages 102-106]

Class 8 (9/24): Privilege & Discrimination
Journal 5: must focus on the concepts covered in Class 8

- CR Chapter 5 [pages 129-138]

Class 9 (9/26): EXAMINATION

Class 10 (10/1): Exam Review (First 15 minutes) & Beyond Diversity Workshop
- This workshop will be led by the Office of Diversity, Inclusion and Multicultural Education.
- Attendance is essential – do **NOT** miss this Class.

Class 11 (10/3): Beyond Diversity Workshop
Journal 6: must focus on the diversity appreciation workshop.
- This workshop will be led by the Office of Diversity, Inclusion and Multicultural Education.
- Attendance is essential – do **NOT** miss this Class.
Class 12 (10/9) (NOTE: Class meets on Tuesday) – Gender:
Quiz 4 [This covers the readings for Class 12]

- CR Chapter 6
- Complete the Ambivalent Sexism inventory at http://www.understandingprejudice.org/demos/
- View “Sheryl Sandberg: Why we have too few women leaders” (TED video) http://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders.html
- Go to the EEOC website section on enforcement and litigation statistics (http://www.eeoc.gov/eeoc/statistics/enforcement/index.cfm) and check out the data on equal pay act, pregnancy discrimination, sex-based, or sexual harassment charges.

Class 13 (10/10): Gender – Guest Presentations
Journal 7: must focus on some issue involving gender

Class 14 (10/15): Working with Racioethnic Minority Groups

- Read any of the following CR chapters: 7, 8, 9, 10 or 11. (You might want to read about the group on which you will want to focus for your Understanding Others essay.) Be prepared to discuss what you learned and give a group presentation on it to the class.
- Go to the EEOC website section on enforcement and litigation statistics (http://www.eeoc.gov/eeoc/statistics/enforcement/index.cfm) and check out the data on color-based, national origin-based, race-based, or race-based harassment charges.

Class 15 (10/17): Working with Racioethnic Minority Groups – Guest Presentations
Journal 8: must focus on some issue involving racioethnicity

Due date for informing professor of the group you will study for Understanding Others Essay. You will provide this information on a Target ID Reporting Form passed out in class.
Due date for getting professor’s permission for partnership (in any) for Understanding Others Essay
Class 16 (10/22): Sexual Orientation  
Quiz 5 [This covers the readings for Class 16]  
- CR Chapter 12  

Class 17 (10/24): Sexual Orientation– Guest Presentations  
Journal 9: must focus on some issue involving sexual orientation

Class 18 (10/29): Religion  
Quiz 6 [This covers the readings for Class 18]  
- CR Chapter 16  
- Read “Questions and answers: Religious discrimination in the workplace” on the EEOC website: http://www.eeoc.gov/policy/docs/qanda_religion.html  
- Read “Best practices for eradicating religious discrimination in the workplace” on the EEOC website: http://www.eeoc.gov/policy/docs/best_practices_religion.html  
- Go to the EEOC website section on enforcement and litigation statistics (http://www.eeoc.gov/eeoc/statistics/enforcement/index.cfm) and check out the data on religion-based charges.  

Class 19 (10/31): Religion – Guest Presentations  
Journal 10: must focus on some issue involving religion

Class 20 (11/5): Disability  
Quiz 7 [This covers the readings for Class 20]  
Deadline for teams to claim the organization they will evaluate for the team project  
- CR Chapter 13  
- Go to the EEOC website section on enforcement and litigation statistics (http://www.eeoc.gov/eeoc/statistics/enforcement/index.cfm) and check out the data on Americans with Disabilities Act of 1990 charges.  

**Class 21 (11/7): Disability – Guest Presentations**  
Journal 11: must focus on some issue involving disability

**Class 22 (11/12): Understanding Others**  
[Understanding Others essay due]  
You will share the information you obtained through your interviews with the rest of the class.

**Class 23 (11/14): Diversity Management: Background**  
• CR Chapter 5 [pages 138-162]  
• CR Chapter 17  

**Class 24 (11/19): The Practice of Diversity Management – Guest Presentation**  
Deadline for voting disruptive members off team, if needed

**Class 25 (11/26): Diversity Management: Creating an Inclusive Culture**  

**Class 26 (11/28): The Practice of Diversity Management – Guest Presentation**  
Journal 12: must focus on some issue involving diversity management in organizations  
Recommended deadline for completion of preliminary research of organization to be evaluated

**Class 27 (12/3): Diversity Management: Specifics & Research**  
**Quiz 8** [This covers the readings for Classes 23, 25 & 27]  

**Class 28 (12/5): Catch-up day; relevant experiential activities if time permits**  
Course Reflection Paper is due. Please see page 4 of this syllabus.  
Deadline for turning in extra credit essay, if desired.  
Recommended deadline for completion of first draft of team project paper

Office hours between the last class and the final exam will be by appointment only.

**Final Exam period:**  
**Thursday, December 17, 1:30 – 4:15 p.m.**  
Team papers are due at the beginning of the final exam period. Team presentations will be given during the final exam period.  
Recommended team member penalty forms must be turned in (in sealed envelopes) at the beginning of the final exam period. This is true even if you believe all team members contributed equally and no penalties should be imposed.