

MHR 7355

MANAGING DIVERSITY SP 2 2018

SP 2, Thursdays, 6:15-9:30 PM, Gerlach 210

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OBJECTIVES

- (1) Become conversant about "best practices" and innovative ideas in the area of diversity
- (2) Understand the impact of diversity both within and outside the organization
- (3) Be able to articulate how diversity creates value for an organization.

EVALUATION CRITERIA

Exam	35%
News Item response	15%
Team Projects	35%
Team Engagement	5%
Participation	10%

DEADLINES

The exam must be returned on April 26 at NOON. Rather than a drop box, email both instructors. No exceptions will be made to this deadline unless there are highly unusual circumstances which prevent you from doing so. Team presentations will be on April 19 during the usual class time, with the drafts due April 5. News Item Responses are due as assigned.

EXAM

The exam will require you to understand and be able to convey both the reading material and your notes from class. Class attendance is essential as much of the material presented in class is not in your readings. The more comprehensive and detailed your analysis the better your grade will be.

GENERAL COMMENTS

Any student with special accommodation needs due to a disability should speak to us within the first two weeks of the course. Students with these needs are responsible for making us aware of their situation.

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the

University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct, so we recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If we suspect that a student has committed academic misconduct in this course, we are obligated by University Rules to report our suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact us.

NEWS ITEM RESPONSES

A News Item will be assigned for written response. Each student will be assigned one News Item. Students will prepare a one-page (maximum) analysis of an assigned diversity-related news items. On the day your analysis is due, you will be expected to lead class discussion along with the other students assigned this News Item. The assignment schedule is below. You will be assessed as follows:

NEWS ITEM RUBRIC

Trait	Not so Good	Good	Way Good
Summary of the issues	Summary misses or misconstrues key points	Summary of main issues is generally on point	Summary is cogent and gets to core issues clearly
Identification of key business implication(s)	Some business implications are missing or misunderstood	Main business implications are identified	Main issues are identified with insight into subtler elements of issues
Analysis	Analysis of implications for business is weak or superficial	Analysis addresses main business implications	Analysis is insightful, original and clearly related to value stream
Insight and originality	Follows conventional analyses-derivative	Makes some insightful points	Especially insightful about one or more dimensions of business
Solutions	Solutions are unfeasible, impractical or derive directly from source.	Solutions add insight and value from source.	Solutions are insightful, bring in other sources and integrate across content areas.

TEAM PRESENTATIONS

Students will assign themselves to groups by the third class. Team assignments will be handed out March 8. Drafts are due April 5 and presentations will take place April 19. A scoring rubric will be handed out with the assignment. The Suggested Readings in this syllabus may contain background information relevant to the case.

Team diversity will count for up to 10 points. We will look at the following dimensions of diversity:

- Degree you are seeking
- Industry work experience
- Position/Job title
- Gender identity
- Ethnic/National identity
- Geographic origin (US)
- Other relevant dimension you may identify

PARTICIPATION

Participation in class is 10% of the overall grade. It is important that you read the assigned articles before class and participate in the class discussion. Bring your name tag to each class; we will cold call and monitor responses.

TEAM 1

TEAM 2

TEAM 3

CALENDAR OVERVIEW

Date	Topic	Speakers Topics & Activities
March 1	<ul style="list-style-type: none"> • Introduction to Course • Assignments & Deadlines • The Business Case for Diversity • Diversity & Social Psychology • News Item Discussion 	
March 8	<ul style="list-style-type: none"> • News Item Discussion • The Anthropology of Race & Ethnicity • Supplier Diversity & building networks • Team Project Assigned 	
March 22	<ul style="list-style-type: none"> • News Item Discussion • Sexual Harassment and work Climate • Microaggressions 	Kimberly Shumate, AVP, Strategic Initiatives, Associate Vice President, HR Business Partners, The Ohio State University
March 29	<ul style="list-style-type: none"> • News Item Discussion • Recruiting a diverse workforce • Employee Engagement & Retention • Unconscious Bias 	
April 5	<ul style="list-style-type: none"> • News Item Discussion • Draft team presentations due • Marketing & Brand 	
April 12	<ul style="list-style-type: none"> • News Item Discussion • Metrics & Dashboards • The Chief Diversity Officer • Diversity Strategy 	
April 19	<ul style="list-style-type: none"> • News Item Discussion • Team Presentations 	Karen Ashley, Director, Workforce Diversity, American Electric Power
April 26	Exams due by noon via email to both professors	

REQUIRED READINGS

MARCH 1-INTRODUCTION TO CONCEPTS

- Alba, R. (2005). Bright vs. blurred boundaries: Second Generation assimilation and exclusion in France, Germany and the United States. *Ethnic and Racial Studies* 28(1) 20-49.
- Castano, E., Yzerbyt, V., Paladino, M-P & Sacchi, S. (2002). I Belong, Therefore, I Exist: Ingroup Identification, Ingroup Entitativity, and Ingroup Bias. *Personality and Social Psychology Bulletin*, 28(2) 135-143.

OPTIONAL READINGS

- Hunt, V., Layton, D. & Prince, S. (2015). Diversity Matters. McKinsey & Co., 2 February 2015.
- Omi, M. & Winant, H. (2013). Resistance is Futile? A response to Feagin & Elias. *Ethnic & Racial Studies*, Vol. 36, No. 6, 961-973.
- See also suggested readings on *Culture Change* and *Race and Prejudice*

MARCH 8-SUPPLIER DIVERSITY

- Adobor, H. & McMullen, R. (2007). Supplier diversity and supply chain management: A strategic approach. *Business Horizons*, 50(3): 219-229.
- Worthington, I. (2009). Corporate Perceptions of the Business Case for Supplier Diversity: How Socially Responsible Purchasing Can ‘Pay’. *Journal of Business Ethics*, 90:47-60.
- [Ohio Minority Supplier Development Council web page](#)
- www.nmsdc.org
- www.wbenc.org
- www.billiondollarroundtable.org

MARCH 22-MISCONDUCT & MICROAGGRESSIONS

- Sexual Misconduct Presentation PPT from Ohio State
- Ohio State Sexual Misconduct University Policy 1.15 & Policy 1.15 FAQs
- Wing Sue et al., 2007. Racial Microaggressions and the Asian American Experience. *Cultural Diversity & Ethnic Minority Psychology*, Vol. 13, No. 1, pp. 72-81.

MARCH 29-EMPLOYEE RECRUITMENT, ENGAGEMENT & RETENTION AND UNCONSCIOUS BIAS

- Unconscious Bias PPT from Ohio State Kirwan Institute
- Phillips, K.W., Rothbard, N.P. & Dumas, T.L. (2009). To Disclose or not to disclose? Status distance and self-disclosure in diverse environments. *Academy of Management Review*, Vol. 34, No. 4, 710-732.
- Knouse, Stephen B. (2009). Targeted Recruiting for Diversity: Strategy, Impression Management, Realistic Expectations, and Diversity Climate. *International Journal of management*, Vol. 26, No. 347-353.

- Quillian, L., Pager, D., Hexel O. & Midtboen (2017). Meta-analysis of field experiments show no change in racial discrimination hiring over time. Proceedings of the National Academy of Sciences of the United States of America Vol. 114, No. 1, 10870-10875. doi: 10.1073/pnas.1706255114 found at <http://www.pnas.org/content/114/41/10870.full> .

APRIL 5-MARKETING & THE BRAND

- Alvarez, C., Dickson, P. & Hunter, G. (2014). The four faces of the Hispanic consumer: An acculturation-based segmentation. Journal of Business Research 67 (2014) 108-115.
- Pires, G., Stanton, J. & Stanton, P. (2011). Revisiting the substantiality criterion: From ethnic marketing to market segmentation. Journal of Business Research, 64 (2011), 988-996.
- Business Insider article on Dove ads: <http://www.businessinsider.com/r-dove-faces-pr-disaster-over-ad-that-showed-black-woman-turning-white-2017-10>

OPTIONAL READINGS

APRIL 12-DIVERSITY STRATEGY & THE ROLE OF THE CHIEF DIVERSITY OFFICER

- Olson, E. 2017. 150 Executives Commit to Fostering Diversity and Inclusion. New York Times, 12 June 2017.
- The CEO Pledge <https://www.ceoaction.com/the-pledge/>
- Jayne, M.E.A. & Dipboye, R.L. (2004). Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organizations. Human Resource Management, Winter 2004, Vol. 43, No. 4, 409-424.
- Ricco, R. & Guerci, M. (2014). Diversity Challenge: An integrated process to bridge the 'implementation gap'. Business Horizons (2014) 57, 235-245.

APRIL 19-FINAL PROJECTS

- O'Mara, J & Richter, A. (2017). Global Diversity and Inclusion Benchmarks: Standards for organizations Around the World <http://centreforglobalinclusion.org/wp-content/uploads/2017/09/GDIB-V.090517.pdf>

SUGGESTED READINGS

HUMAN RESOURCES MANAGEMENT

- Avery, D. R. et al. (2013). Examining the Draw of Diversity: How Diversity Climate Perceptions Affect Job-Pursuit Intentions. *Human Resource Management*, March-April 2013, Vol. 52, No. 2 pp. 175-194.
- Bassett-Jones, N. (2005). The Paradox of Diversity Management, Creativity and Innovation. *Creativity and Innovation Management*, Vol. 14, No. 2, pp. 169-175.
- De Soete, B., Lievens, F. & Duarte, C. (2012). Strategies for dealing with the diversity-validity dilemma in personnel selection: Where are we and where should we go? *Journal of Work and Organizational Psychology* 29 (2013) 3-13.
- Greenwald, A. & Banaji, M. (1995). Implicit Social Cognition: Attitudes, Self-Esteem, and Stereotypes. *Psychological Review*, Vol. 102, No. 1, pp. 4-27
- Sanchez-Burks, J. (2005). Protestant Relational Ideology: The Cognitive Underpinnings and Organizational Implications of an American Anomaly. *Research in Organizational Behavior*, Vol. 26, pp. 265-305.
- Shore, L.M., Chung-Herrera, B.G., Dean, M.A., et al. (2009). Diversity in Organizations: Where are we now and where are we going? *Human Resources Management Review* 19 (2009) 117-133.
- Van Knippenberg, D. & Schippers, M. (2007). Work Group Diversity. *Annual Review of Psychology*, 58: 515-541.
- Williams, C.L., Kilanski, K. & Muller, C. (2014). Corporate Diversity Programs and Gender in the Oil & Gas Industry. *Work and Occupations*, Vol. 41 (4) 440-476.

CULTURE CHANGE

- Cleveland, M., Laroche, M., Pons, F. & Kastoun, R. (2009). Acculturation and Consumption: Textures of cultural adaptation. *International Journal of Intercultural Relations*, 33 (2009) 196-212.
- Cross, N.N. & Gilly, M.C. (2013). Bridging Cultural Divides: the Role and Impact of Binational Families. *Journal of Public Policy & Marketing* Vol. 32, 106-111, 2013.
- Lerman, D., Maldonado, R. & Luna, D. (2009). A theory-based measure of acculturation: The shortened cultural life style inventory. *Journal of Business Research*, 62 (2009) 399-406.
- Lim, J., Makhija, A. & Shenkar, O. (2016). The asymmetric relationship between national cultural distance and target premiums in cross-border M&A. *Journal of Corporate Finance*. 41 (2016) 542-571.
- Kusow, A.M. (2006). Migration and Racial Formations Among Somali Immigrants in North America. *Journal of Ethnic and Migration Studies*, Vol. 32, No. 3, April 2006, pp. 533-551.

- Samnani, A., Boekhorst, J. & Harrison, J. (2012). Acculturation strategy and individual outcomes: Cultural diversity implications for human resource management. *Human resource management Review* 22 (2012) 323-335.
- Saperstein, A. & Penner, A.M. (2012) Racial Fluidity and Inequality in the United States. *American Journal of Sociology*, Vol. 118, No. 3 (November), pp. 676-727.
- Taylor, P. et al. (2012). The Rise of Intermarriage: Rates, Characteristics Vary by Race and Gender. Pew Research Center, February 16, 2012.
<http://www.pewsocialtrends.org/files/2012/02/SDT-Intermarriage-II.pdf>
- Zolberg & Long. (1999). Why Islam Is Like Spanish: Cultural Incorporation in Europe and the United States. *Politics & Society* 27(1), 5-38.

MARKETING

- Bhattacharjee, A., Berger, J. & Menon, G. (2014). When Identity Marketing Backfires: Consumer Agency in Identity Expression. *Journal of Consumer Research* Vol. 41, pp. 214-309, August 2014.
- Cleveland, M., Laroche, M., Pons, F. & Kastoun, R. (2009). Acculturation and consumption: Textures of cultural adaptation. *International Journal of Intercultural Relations*, 33(2009) 196-212.
- Izberk-Bilgin, E. Infidel Brands: Unveiling Alternative Meanings of Global Brands at the nexus of Globalization, Consumer Culture, and Islamism. *Journal of Consumer Research*, Vol. 39, pp. S158-S182, December 2012.
- Korzenny, F. & Korzenny, B. (2012). *Hispanic Marketing-Connecting with the New Latino Consumer*, 2nd Ed. New York: Routledge.
- Gillam, G., Simmons, K., Stevenson, D. & Weiss, E. (2014). Line, line everywhere a line: Cultural considerations for waiting-line managers. *Business Horizons* (2014) 57, 533-539.
- Wamwara-Mbugua, L., Cornwell, T. & Boller, G. (2008). Triple acculturation: The role of African Americans in the consumer acculturation of Kenyan immigrants. *Journal of Business Research* 61 (2008) 83-90.

LEADERSHIP

- Alliance for Board Diversity. (2013). Missing Pieces: Women and Minorities on Fortune 500 Boards-2012 Alliance for Board Diversity (ABD) Census.
- Vaugh, B.E. Navigating the Landmines of Diversity Leadership—Part 3. Blog posted September 8, 2008 at <http://dtui.com/diversityblog/navigating-the-landmines-of-diversity-leadership-part-3/>
- [Standards of Professional Practice for Chief Diversity Officers](#)-National Association of Diversity Officers in Higher Education

HISTORY OF ETHNIC GROUPS IN THE UNITED STATES

- Alexander, Michelle. (2010). *The New Jim Crow: Mass Incarceration in the Age of Colorblindness*. New York: New Press.

- Gonzalez, Juan. (2011). *Harvest of Empire: A History of Latinos in America*. New York: Penguin Books.
- Takaki, Ronald T. (1993). *A Different Mirror: A History of Multicultural America*. Boston: Little, Brown & Co. (2008).

MANAGING DIVERSITY FOR PRACTITIONERS

- Davidson, Martin A. (2011). *The End of Diversity As We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed*. San Francisco: Berrett-Koehler Publishers, Inc.
- Ely, R., Meyerson, D., & Davidson, M. N. (2006). Rethinking political correctness. *Harvard Business Review*, 84(9), 79-87.
- Hubbard, E.E. (2008). *The Diversity Discipline: Implementing Diversity Work with a Strategy, Structure, and ROI Measurement Focus*. Petaluma, CA: Global Insights Publishing.
- Milliken, F.J. & Martins, L.L. (1996). Searching for Common Threads: Understanding the Multiple Effects of Diversity in Organizational Groups. *Academy of Management Journal*, Vol. 21, No. 2, 402-433.
- Mor-Barak, Michalle E. (2005). *Managing diversity: Toward a globally inclusive workplace*. Sage Publications, Thousand Oaks, California.
- Roberge, M.E., Lewicki, R.J., Hietapelto, A. & Abdyldeeva, A. (2011). From Theory to Practice: Recommending Supportive Diversity Practices. *Journal of Diversity Management* 6(2), 1-20.
- Robertson, Q.M., Ed. (2013). *The Oxford Handbook of Diversity and Work*. New York: Oxford University Press.
- Thomas, D. A., & Ely, R. J. (1996). Making Differences Matter: A New Paradigm for Managing Diversity. *Harvard Business Review*, 74(5), 79-90.
- Thompson, C. & Brodie Gregory, J. (2012). Managing Millenials: A Framework for Improving Attraction, Motivation and Retention. *The Psychologist-Manager Journal*, 15:237-246, 2012.

RACE AND PREJUDICE

- Ashburn-Nardo, L., Morris, K.A. & Goodwin, S. A. The Confronting Prejudiced Responses (CPR) Model: Applying CPR in Organizations. *Academy of Management Learning & Education*, Vol. 7, No. 3, 332-342.
- Barth, Fredrick. (1969). *Introduction in Ethnic Groups & Boundaries: The Social Organization of Culture Difference*. Oslo: Universitetsforlaget. See Carmen.
- Casper, W.J., Wayne, J.H. & Manegold, J.G. (2013). Who Will We Recruit? Targeting Deep-And Surface-Level Diversity with Human Resource Policy Advertising. *Human Resource Management*, May-June 2013, Vol. 52 No. 3, pp. 311-332.
- Harwood, S. A., Choi, S., Orozco, M., Browne Hunt, M., & Mendenhall, R. (2015). *Racial microaggressions at the University of Illinois at Urbana-Champaign: Voices of students of color in the classroom*. University of Illinois at Urbana-Champaign.
<http://www.racialmicroaggressions.illinois.edu/>

- Frank, Reanne. (2010). Latino Immigrants and the U.S. Racial Order: How and Where Do They Fit In? *American Sociological Review* vol. 75, No. 3, 378-401.
- Gallegos, P.V. & Ferdman, B.M. (2007). Identity Orientations of Latinos in the United States: Implications for Leaders and Organizations. *The Business Journal of Hispanic Research*, Vol. 1, No. 1, 26-41.
- Greenwald, A.G., Banaji, M. (1995). Implicit Social Cognition: Attitudes, Self-Esteem, and Stereotypes. *Psychological Review*, Vol. 102, No. 1, 4-27.
- Milkman, K.L., Akinola, M. & Chugh, M. (2015). What Happens Before? A Field Experiment Exploring How Pay Representation Differentially Shape Bias on the Pathway Into Organizations. *Journal of Applied Psychology*, Vol. 100, No. 6, 1678-1712.
- Omi, M. & Winant, H. (1994). *Racial Formation in the United States from the 1960s to the 1990s*. New York: Routledge.
- Pager, D, Western, B., Bonikowski, B. (2009). Discrimination in a Low-Wage Labor Market: A Field Experiment. *American Sociological Review* , October 2009, Vol. 74 Issue 5, pp. 777-799.
- Rodriguez, D. (2009). The Usual Suspect: Negotiating White Student Resistance and Teacher Authority in a Predominantly White Classroom. *Cultural Studies & Critical Methodologies*, Vol. 9, No. 4, 483-508.
- West, Cornel. (2001). *Race Matters*. Boston: Beacon Press.
- Wimmer, A. (2008). Elementary Strategies of ethnic boundary making. *Ethnic & Racial Studies* Vol. 31 No. 6, September 2008, pp, 1025-1055.
- Wing Sue, D., Bucceri, J., Lin, A.I., Nadal, K.L. & Torino, G.C. (2007). Racial Microaggressions and the Asian American Experience. *Cultural Diversity and Ethnic Minority Psychology*, Vol. 13, No. 1, 72-81.
- See Special Issue of *Cultural Diversity and Ethnic Minority Psychology* Volume 20, issue 4 (2014) on Race and Ethnicity in the Workplace: Spotlighting the Perspectives of Historically Stigmatized Groups

WOMEN IN THE WORKFOCE

- Eagly, A. H., & Carli, L. L. (2007). Women and the Labyrinth of Leadership. *Harvard Business Review*, 85(9), 63-71.
- Gibbs, K.D., McGready, J., Bennett, J.C. & Griffin, K. (2014). Biomedical Science Ph.D. Career Interest Patterns by Race/Ethnicity and Gender. *PLoS ONE* 9(12): e114736.
- Hewlett, S. A., & Luce, C. B. (2005). Off-Ramps and On-Ramps. *Harvard Business Review*, 83(3), 43-54.
- Ely, R. J., Stone, P., & Ammerman, C. (2014). Rethink What You “Know” About High-Achieving Women. *Harvard Business Review*, 92(12), 100-109.
- Moss-Racusin, Corrine A. et al. (2012). “Science faculty’s subtle gender biases favor male students.” *PNAS* 109(41): 16474-16479.
- Williams, J. C. (2014). Hacking Tech's Diversity Problem. *Harvard Business Review*, 92(10), 94-100.

BENEFITS OF DIVERSITY

We suggest reading Slater, Mease and Van Dijk in that order for an insightful look at the benefits of diversity, how to justify these benefits and how to think about them.

- Brymer, R.A., Molloy, J.C. & Gilbert, B.A. (2014). Human Capital Pipelines: Competitive Implications of Interorganizational Hiring. *Journal of Management*, Vol. 40 No. 2, February.
- Hong, L. & Page, E. (2004). Groups of diverse problem solvers can outperform groups of high-ability problem solvers. *PNAS*, Vol. 101, No. 46, pp. 16385-16389, November 14, 2004.
- Herring, C. (2009). Does Diversity Pay? Race, Gender, and the Business Case for Diversity. *American Sociological Review*, Vol. 74, No. 2 (April 2009), pp. 208-224.

- Hunt, V., Layton, D. & Prince, S. (2015). Diversity Matters: McKinsey & Company, February 2, 2015. Downloaded on 29 March 2017 from <http://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/why%20diversity%20matters/diversity%20matters.ashx>
- Mease, J.J. (2012). Reconsidering Consultants' Strategic Use of the Business Case for Diversity Journal of Applied Communication Research, 40:4, 384-402.
- Ortlieb, R. & Sieben, B. (2013). Diversity Strategy and Business Logic: Why Do Companies Employ Ethnic Minorities? Group & Organization Management, 38(4) 480-511.
- Phillips, K.W. (2014). How Diversity Makes Us Smarter. Scientific American, Volume 311, Issue 4, Features. 16 September 2014.
- Slater, S.F., Weigand, R.A. & Zwirlein, T.J. (2008). The business case for commitment to diversity. Business Horizons (2008) 51, 201-209.
- Van Dijk, H. & Van Engen, M. (2012). Reframing the Business Case for Diversity: A Values and Virtues Perspective. J Bus Ethics (2012) 111: 73-84.

SUPPLIER DIVERSITY

- Klocek, P. et al. (2014). Supplier Diversity: From “Checking the Box” to Developing a Trusted and Valued Partner. Journal AWWA (American Water Works Association), September 2014 pp. 30-35.
- Larson, P.D. (2012). Supplier Diversity in the GTA: Business Case and Best Practices. DiverseCity Counts 6. <http://diversecitytoronto.ca/publications/dc-counts/diversecity-counts-6/>
- Shah, M. & Ram, M. (2006). Supplier diversity and minority business enterprise development: case study experience of three US multinationals, Supply Chain Management: An International Journal, Vol. 11 Issue 1, pp. 75 – 81.
- Oliver, S.C., Ford, R.L. & Meyers, Y.J. (2014). Corporate Social Responsibility: Ensuring Supplier Diversity in the Advertising Industry. Business Studies Journal, Vol. 6, pp. 121-130.
- Whitfield, G. & Landeros, R. (2006). Supplier Diversity Effectiveness: Does Organizational Culture Really Matter? The Journal of Supply Chain Management, Fall 2006, pp. 16-28.