

MGMT 491
DEI Management
Department of Management
Rutgers, The State University of New Jersey
School of Business
Camden Campus
Spring 2025

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Required Textbooks:

To help reduce your educational costs, I have decided to discontinue using a textbook and have replaced the textbook readings with similar quality readings that you can access for free using the Rutgers University library database or Google Scholar.

COURSE DESCRIPTION

This course offers an in-depth exploration of Diversity, Equity, and Inclusion (DEI) principles within the context of organizational management. Increasingly, leaders are managing global workforces and understanding how to manage DEI issues are critical skills. Students will examine the significance of DEI in fostering inclusive work environments, enhancing organizational performance, and addressing social justice issues. Through a combination of theoretical frameworks, case studies, and practical applications, students will develop the knowledge and skills needed to effectively manage and promote DEI initiatives in various organizational settings.

Major Learning Goals & Objectives:

1. Understanding DEI Concepts
Develop a foundational understanding of diversity, equity, and inclusion principles and their relevance in management and organizational settings.
2. Cultural Competency
Cultivate awareness and sensitivity to diverse cultural identities, experiences, and perspectives in the workplace.
3. Critical Thinking on Bias and Systems of Inequality
Analyze the impact of systemic inequalities and implicit biases on organizational practices and employee experiences.
4. Inclusive Leadership Skills
Learn strategies to foster inclusive leadership and create equitable and welcoming organizational environments.

5. Application of DEI Strategies

Apply DEI theories and strategies to solve real-world business challenges and improve organizational effectiveness.

School of Business-Camden Program Learning Goals

1. General Management Knowledge
2. Critical Thinking and Analytical Decision Making
3. Teamwork and Interpersonal Relations
4. Communication: Impact and Effectiveness
5. Global Perspective
6. Ethical Reasoning

E-mail and Canvas:

I will send you e-mail to the e-mail account listed in Canvas. Please be sure that you can receive e-mail sent to your RU Canvas account.

You may review your grades and download the syllabus, lecture notes, and any other class information when available from Canvas.

Grades

A final course grade will be assigned based on the following student products:

	<u>Weight:</u>
Quizzes	40%
Assignments	40%
Final Exam/Project	20%

Final grades will be determined using the following scale:

A	100-90%
B+	89-85
B	84-80
C+	79-75
C	74-70
D	69-60
F	below 60%

CLASS PARTICIPATION:

You will be expected to participate in a professional and ethical manner at all times in this course. **I strongly encourage you to pay close attention to assignment deadlines.**

Student Work

Student work may be checked for plagiarism. Students who submit plagiarized work may be subjected to the Academic Integrity Process. All students are required to know what constitutes

plagiarism as defined in the University's honor policy:

If you're not clear on the distinction between plagiarism, paraphrasing and writing your own words, you'll find some useful information and examples online at: <https://www.libraries.rutgers.edu/tutorials/writing-citing>

Make-Up Work/Late Assignment Policy: If, for a university-approved or other legitimate reason, you cannot complete a quiz, assignment, or exam during the scheduled time, you must give me written notice via email in advance so that other arrangements can be made. If the situation does not allow for advance notification (e.g., emergency hospitalization), contact me as soon as possible after the missed work and provide written documentation. The ability to make up work for non-university-approved reasons is not guaranteed. I reserve the right to request written documentation to support your absence (such as a doctor's note, an obituary, or military orders). **If students think they may not be able to make a deadline, I encourage you to reach out to me as soon as possible to attempt to make accommodations before the deadline.**

Incomplete Policy: "Incompletes" will only be given through prior consultation, under extreme circumstances, and when completion of the course requirements in question would substantially improve your grade. In the rare event when an "incomplete" is given, you must submit all of the agreed-upon work to me by the Rutgers registrar deadline to avoid the "incomplete" converting to an "F": <https://registrar.camden.rutgers.edu/gradeinstruction#incomplete>.

Important Dates

January 30: Last Day to Drop a class without a W grade or Add a class.

March 15-23: Spring Recess

April 21: Last Day to Withdraw from an individual class with a grade of W.

May 5: Regular Classes End

May 8-14: Final Exam Period

[See Registrar's Webpage for Most-Up-To-Date Info on Academic Calendar](#)

Included by Incorporation

This syllabus incorporates all RU rules, requirements, policies, and academic deadlines that apply to students. This syllabus also incorporates all the deadlines on the academic calendar. Please make yourself familiar with all rules, requirements, policies and deadlines including but not limited to Academic Integrity, University Statement Concerning Students with Disabilities, Computer Ethics Policy, Sexual Harassment Policy, RU Rules and Procedures including Rights and Prohibited Conduct, and course withdrawal deadlines.

Students agree that by taking this course all required papers may be subject to submission for textual similarity review to [Turnitin.com](https://turnitin.com) (directly or via learning management system, i.e. Sakai, Blackboard, Canvas, Moodle) for the detection of plagiarism. All submitted papers will be included as source documents in the [Turnitin.com](https://turnitin.com) reference database solely for the purpose of detecting plagiarism of such papers. Use of the [Turnitin.com](https://turnitin.com) service is subject to the Usage Policy posted on the [Turnitin.com](https://turnitin.com) site.

For Help with Library Resources Please Contact Business Librarian Info: Katie Elson Anderson | 856-225-2838 | **Katie.Anderson@Rutgers.edu**

Academic Integrity

The Academic Integrity policy can be found at

<https://studentconduct.rutgers.edu/processes/university-code-student-conduct>

<http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/>

Students are responsible for understanding the principles of academic integrity and abiding by them in all aspects of their work at the University. Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you (the student) must:

- properly acknowledge and cite all use of the ideas, results, or words of others,
- properly acknowledge all contributors to a given piece of work,
- make sure that all work submitted as your own in a course activity is your own and not from someone else
- obtain all data or results by ethical means and report them accurately
- treat all other students fairly with no encouragement of academic dishonesty

Adherence to these principles is necessary in order to ensure that:

- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated, and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students.

Artificial Intelligence Use

Neither the university nor the school has a standard policy on the use or non-use of artificial intelligence (Chat GPT, etc).

Acceptable and Unacceptable Use of AI

The use of generative AI tools (e.g. ChatGPT, Dall-e, etc.) is permitted in this course for the following activities:

- Brainstorming and refining your ideas;
- Fine-tuning your research questions;

- Finding information on your topic;
- Drafting an outline to organize your thoughts; and
- Checking grammar and style.

The use of generative AI tools is not permitted in this course for the following activities:

- Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts assigned to you or content that you put into a Zoom chat.
- Completing group work that your group has assigned to you.
- Writing a draft of a writing assignment.
- Writing entire sentences, paragraphs or papers to complete class assignments.

You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any assignment that is found to have used generative AI tools in unauthorized ways based on guidelines in this syllabus, will be subject to report of a violation of Academic Integrity and thus the appropriate adjudication. When in doubt about permitted usage, please ask for clarification.

If there are questions on how to comply, please contact the Rutgers-Camden Dean of Students office: deanofstudents@camden.rutgers.edu or contact the appropriate Associate Dean or Area Head at the School of Business.

Code of Student Conduct

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.

As a student at the University, you are expected adhere to the Code of Student Conduct.

To review the code, go to the Office of Community Standards:

<https://deanofstudents.camden.rutgers.edu/student-conduct>

Note that the conduct code specifically addresses disruptive classroom conduct, which means *"engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."*

Disability Services/Accommodations

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact <https://success.camden.rutgers.edu/disability-services>.

Accommodations will be provided only for students with a letter of accommodation from ODS. Their services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis.

Assignments

Individual Assignments:

Reflection Assignments: You must complete 4 Reflection Assignments over the semester. It is up to you which 4 you complete.

Purpose:

This reflection assignment helps you critically analyze your personal experiences, beliefs, and potential biases while connecting them to concepts and practices in Diversity, Equity, and Inclusion (DEI) Management. The goal is to deepen your understanding of how DEI impacts both personal and professional growth and to develop actionable insights for creating inclusive workplaces.

Assignment Goals (Why You're Doing This)

By completing this assignment, you will:

1. Develop self-awareness about your values, biases, and assumptions related to DEI.
2. Connect DEI theories and principles from the course to real-world examples.
3. Create actionable takeaways to improve your ability to manage DEI issues in organizations.
4. Practice critical thinking and reflective writing, skills essential for effective management.

Task (What You're Doing)

Step 1: Reflect on this week's topic materials (e.g., readings, videos, podcasts, etc.). Write about your experiences with the week's topics.

- Describe a moment (positive or negative) where you witnessed or experienced DEI practices in action related to the week's topics.
- Reflect on how this moment shaped your assumptions, perspective, or behavior toward DEI.
- Discuss developments that made you rethink any of your assumptions, perspective, or behavior.

Step 2: Connect DEI Concepts to Management Practices

- Identify one key concept or framework from the course.
- Discuss how this concept applies to the experience you described in Step 1.
- Use examples from class discussions, readings, or case studies to support your analysis.

Step 3: Develop an Action Plan

- Based on your reflection, propose three actionable steps you can take as a future manager to foster DEI in the workplace.
- These steps should be practical, specific, and informed by DEI principles (e.g., creating inclusive hiring practices, fostering open communication, and addressing systemic inequities).

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated on the following criteria:

- 1. Depth of Reflection**
 - Did you thoughtfully analyze your personal experience with DEI?
 - Did you critically examine your assumptions or biases?
- 2. Connection to DEI Concepts**
 - Did you clearly and accurately connect your reflection to a DEI concept from the course?
 - Did you provide relevant examples or evidence to support your analysis?
- 3. Action Plan**
 - Are your proposed steps practical, specific, and aligned with DEI principles?
 - Do they demonstrate an understanding of how to address DEI challenges in management?
- 4. Clarity and Organization**
 - Is your writing clear, concise, and well-organized?
 - Does it follow a logical flow with clear transitions between steps?

Length: 750-1,000 words (about 2-3 pages).

Guest Professor Reflection Assignments: You must complete 2 Guest Professor Reflection Assignments over the semester. It is up to you which 2 you complete.

Purpose (Why You're Doing This)

This assignment encourages you to reflect on the key insights shared by our guest professor and their relevance to Diversity, Equity, and Inclusion (DEI) in management. You will analyze how the lecture connects to course concepts, your own experiences, and future professional applications. This exercise fosters critical thinking, self-awareness, and the ability to translate theoretical DEI principles into actionable management strategies.

Task (What You're Doing)

Step 1: Summarize the Guest Presenter's Key Messages (200–300 words)

- Identify 2–3 key points or themes from the guest lecture.
- Explain why these points stood out to you and how they relate to DEI in organizations.
- Use specific examples or quotes from the lecture to support your summary.

Step 2: Connect the Lecture to DEI Management Concepts (300–400 words)

- Choose one DEI theory or concept discussed in class (e.g., unconscious bias, intersectionality, cultural competence, inclusive leadership).
- Analyze how the guest presenter’s insights align with or challenge this concept.
- Provide examples from the lecture and connect them to real-world DEI issues or case studies.

Step 3: Reflect on Personal Impact (200–300 words)

- Reflect on how the lecture challenged or deepened your understanding of DEI.
- Consider your own experiences with DEI in school, work, or community settings.
- How has the guest presenter’s message inspired or changed the way you think about managing DEI issues?

Step 4: Develop a Professional Action Plan (200–300 words)

- Identify two specific actions you could take as a future manager to apply the lessons from the lecture.
- Describe how these actions would address DEI challenges or opportunities in an organizational setting.
- Consider tools, policies, or leadership behaviors that could help you implement these actions.

Criteria for Success (How You’re Doing It Well)

Your reflection will be evaluated based on the following criteria:

1. Clarity and Organization
 - Is your writing clear, concise, and logically organized?
 - Does your reflection follow the structure provided in the steps?
2. Depth of Reflection
 - Did you thoughtfully analyze the guest presenter’s insights?
 - Did you critically reflect on how the lecture connects to your experiences and future practices?
3. Connection to DEI Concepts
 - Did you accurately and effectively connect the lecture to a DEI concept from the course?
 - Are your examples and connections well-supported?
4. Practical Application
 - Are your proposed actions specific, realistic, and aligned with DEI principles?
 - Did you demonstrate an understanding of how to translate theory into practice?

DEI-Related Laws Assignment**Purpose (Why You’re Doing This)**

This assignment deepens your understanding of the legal frameworks that support Diversity, Equity, and Inclusion (DEI) in the workplace. By researching a specific U.S. law related to DEI, you will:

1. Analyze its historical and legal significance.
2. Explore its impact on organizations and employees.
3. Develop communication and presentation skills to share your findings with peers.

This activity reinforces your ability to critically evaluate legal requirements and their practical

application in managing DEI.

Task (What You're Doing)

You will select a U.S. law related to DEI, conduct in-depth research, and prepare a brief class presentation. Follow the steps below:

Step 1: Select a DEI-Related U.S. Law

Choose one U.S. law related to DEI. Examples include (but are not limited to):

- Civil Rights Act of 1964 (Title VII)
- Americans with Disabilities Act (ADA)
- Age Discrimination in Employment Act (ADEA)
- Equal Pay Act of 1963
- Family and Medical Leave Act (FMLA)
- Pregnancy Discrimination Act
- Rehabilitation Act of 1973 (Section 503)
- Executive Order 11246 (Affirmative Action)
- Genetic Information Nondiscrimination Act (GINA)

You may also choose a more recent local or state law, or a Supreme Court decision that has impacted DEI practices.

Step 2: Research the Law

Answer the following questions to guide your research:

1. What is the law?
 - When was it enacted, and what issue does it address?
2. Why was it created?
 - What historical context or challenges led to its creation?
3. Who does it protect?
 - Which groups of people are covered under this law?
4. How does it work?
 - What are the key provisions and enforcement mechanisms?
5. What is its impact?
 - Provide an example of how this law has influenced workplace policies or practices.
6. Challenges and Criticism:
 - Are there any limitations, criticisms, or controversies associated with this law?

Use credible sources such as government websites, academic journals, legal databases, or news outlets.

Step 3: Create a Presentation

Prepare a 3-minute presentation to share your findings with the class. Your presentation should include:

- Introduction: A brief overview of the law and its significance.
- Key Provisions: Highlight the most important aspects of the law.
- Real-World Application: Provide at least one example of how this law has been applied in a workplace setting.

- Impact on DEI: Discuss how this law supports DEI efforts in organizations.

Step 4: Submit a Summary

Write a 1-page summary of your research to accompany your presentation. Include:

- A brief description of the law.
- Key takeaways from your research.

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Depth of Research
 - Did you provide a comprehensive overview of the law, its history, and its provisions?
 - Are your examples and insights well-supported by credible research?
2. Clarity and Organization
 - Is your presentation well-structured and easy to follow?
 - Did you explain complex legal concepts in a clear and concise manner?
3. Connection to DEI
 - Did you effectively analyze the law's impact on DEI in workplaces?
 - Did you connect your findings to broader DEI themes discussed in class?
4. Citations and Sources
 - Did you use credible sources to support your research?

Disability/Accessibility Accommodation Assignment

Purpose (Why You're Doing This)

This assignment helps you gain a deeper understanding of accessibility accommodations that support employees with disabilities. By researching a specific accommodation and presenting your findings to the class, you will:

1. Learn about practical ways to create inclusive workplaces.
2. Understand the intersection of accessibility and workplace management.
3. Strengthen your skills in research, critical thinking, and effective communication.

This assignment also provides a foundation for understanding legal compliance and best practices for fostering equity in the workplace.

Task (What You're Doing)

You will select a specific disability or accessibility accommodation to research. After conducting your research, you will prepare a 3-minute presentation to share with your classmates. Follow the steps below:

Step 1: Choose a Disability/Accessibility Accommodation

Select a specific workplace accommodation that supports employees with disabilities. Examples include:

- Flexible work schedules or remote work.
- Screen readers or other assistive technologies.

- Accessible physical workspaces (e.g., ramps, elevators, ergonomic furniture).
- Sign language interpreters or captioning services.
- Adjusted workstations for employees with mobility impairments.
- Modified job duties or roles.
- Time off for medical treatments or therapy.
- Inclusive hiring practices (e.g., accessible job postings, interview accommodations).

Step 2: Research the Accommodation

Conduct in-depth research on your chosen accommodation. Answer the following questions:

1. What is the accommodation?
 - Define the accommodation and describe how it works.
2. Who benefits from it?
 - Which disabilities or needs does this accommodation address?
3. How is it implemented?
 - What are the practical steps to implement this accommodation in the workplace?
4. What are the legal considerations?
 - Does the accommodation relate to specific laws, such as the Americans with Disabilities Act (ADA)?
5. What is its impact?
 - How does this accommodation improve accessibility, employee engagement, and productivity?
6. What challenges or misconceptions exist?
 - Are there any barriers or common myths about using this accommodation?

Use credible sources, such as government websites, academic journals, workplace case studies, or disability advocacy organizations.

Step 3: Create a Presentation

Prepare a 3-minute presentation to share your findings with the class. Your presentation should include:

- Introduction: Overview of your chosen accommodation and its importance.
- Key Details: Explain how the accommodation works, who it benefits, and how it's implemented.
- Legal and Workplace Context: Discuss relevant laws or guidelines and how organizations can adopt the accommodation.
- Impact: Highlight its benefits for both employees and employers, using real-world examples or case studies if possible.

Step 4: Submit a Summary

Write a 1-page summary of your research to accompany your presentation. Include:

- A brief description of the accommodation.
- Key takeaways from your research.
- How could you, as a future manager, advocate for or implement this accommodation?

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Depth of Research

- Did you thoroughly research the accommodation, including how it works, who it benefits, and its legal implications?
- Are your findings well-supported with credible evidence?
- 2. Clarity and Organization
 - Is your presentation well-organized and easy to follow?
 - Did you explain complex concepts in a clear and concise manner?
- 3. Relevance and Practicality
 - Did you connect the accommodation to workplace practices and DEI principles?
 - Did you provide actionable insights or real-world examples?
- 4. Engagement
 - Was your presentation engaging?

The First Time I Realized...Assignment

Purpose (Why You're Doing This)

This assignment encourages self-reflection and fosters empathy by exploring how stigmatized identities shape personal and professional experiences. By reflecting on and sharing a personal experience with stigma, you will:

1. Build awareness of how identities influence workplace interactions.
2. Develop empathy for diverse perspectives.
3. Practice concise and impactful storytelling, a key leadership and management skill.

This exercise aligns with DEI principles by creating space for respectful dialogue and deepening understanding of identity-based stigma in society and organizations.

Task (What You're Doing)

You will reflect on the first time you became aware that you had a stigmatized identity, prepare a one-page transcript describing this experience, and deliver a 3-minute presentation to the class. The stigmatized identity you choose to discuss is entirely up to you.

Step 1: Reflect on Your Experience

Think about a time when you became aware of an aspect of your identity that is stigmatized or viewed as different in society or a particular context. This could relate to:

- Race, ethnicity, or nationality.
- Gender identity or expression.
- Sexual orientation.
- Disability or neurodivergence.
- Socioeconomic status or class.
- Religion or spiritual beliefs.
- Age or generational identity.
- Body size or appearance.
- Any other identity that carries stigma in certain contexts.

Reflect on the following questions:

1. What happened?
 - Describe the moment, interaction, or experience.
2. How did you feel?
 - What emotions or thoughts did this realization spark?

3. What impact did it have?
 - How did this experience shape your sense of self, relationships, or behavior?

Step 2: Write Your Transcript

Write no more than a one-page transcript of what you plan to say during your presentation.

Step 3: Prepare Your Presentation

Prepare up to a 3-minute presentation based on your transcript.

- Focus on delivering your story in a clear, concise, and impactful manner.
- You may use note cards or your transcript for reference during the presentation.
- Practice your presentation to ensure it fits within the time limit.

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Depth of Reflection
 - Did you thoughtfully analyze your experience and its significance?
 - Did you connect your story to larger DEI themes or challenges?
2. Clarity and Organization
 - Is your story well-structured and easy to follow?
 - Did you clearly communicate the key elements of your experience?
3. Engagement and Delivery
 - Was your presentation engaging and authentic?
 - Did you stay within the time limit and speak with confidence?
4. Transcript Quality
 - Is your transcript well-written, concise, and reflective of your presentation?

Team Assignments:

DEI Consultant Assignment: Design a DEI-Informed Personnel Selection Process

Purpose (Why You're Doing This)

The purpose of this assignment is to help you develop practical skills for creating a DEI-informed personnel selection process that reduces bias and promotes equity. By working in teams, you will apply DEI principles to real-world hiring challenges, explore how biases influence recruitment and selection, and design strategies to create fairer hiring practices.

This assignment will allow you to:

1. Analyze the impact of unconscious bias and systemic inequities in hiring.
2. Apply DEI theories and frameworks to organizational practices.
3. Collaborate with peers to solve complex workplace challenges.
4. Develop actionable recommendations for fostering inclusion in recruitment and hiring.

Task (What You're Doing)

You will work in teams to design a DEI-informed personnel selection process for an organization. Your team will research, develop, and present a process that addresses bias, promotes inclusion, and aligns with organizational DEI goals.

Step 1: Understand the Problem

Begin by reviewing the current challenges and biases in traditional hiring processes. Consider issues such as:

- Lack of diversity in applicant pools.
- Unconscious bias in resume screening or interviews.
- Barriers for underrepresented groups.
- Lack of transparency in selection criteria.

Your team can research real-world examples or draw insights from class materials and case studies.

Step 2: Define the Context

Choose or create a hypothetical organization for which you will design your hiring process.

Identify:

- Industry: What type of organization are you designing this process for (e.g., tech company, nonprofit, healthcare)?
 - Position(s): What type(s) of roles are being filled? Are they entry-level, managerial, or executive positions?
 - DEI Goals: What specific DEI challenges is the organization trying to address (e.g., increasing representation, reducing bias in hiring panels)?
-

Step 3: Design Your DEI-Informed Hiring Process

Develop a step-by-step selection process that incorporates DEI principles. Consider the following components:

1. Job Description Development:
 - How will you ensure job descriptions are inclusive and appeal to diverse candidates?
 - Include examples of inclusive language and qualifications.
 2. Recruitment Strategies:
 - How will you reach a diverse applicant pool?
 - What partnerships, platforms, or strategies will you use to attract underrepresented talent?
 3. Screening and Selection:
 - How will you reduce bias in resume screening and candidate evaluations?
 - Will you use tools like anonymized resumes or structured scoring rubrics?
 4. Interview Process:
 - What steps will you take to ensure the interview process is equitable?
 - How will you train interviewers to identify and mitigate bias?
 5. Final Decision-Making:
 - How will you ensure transparency and fairness in the decision-making process?
 - Will you use diverse hiring panels or objective scoring systems?
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Step 4: Presentation and Deliverables

Prepare the following deliverables as a team:

1. Written Report (no more than 3 pages):
 - Provide an overview of your hiring process.

- Highlight how each stage incorporates DEI principles and addresses potential biases.
 - Include examples of tools, policies, or strategies (e.g., sample job descriptions, interview rubrics).
2. Presentation (5–7 minutes):
- Present your hiring process to the class as if pitching it to an organization's leadership.
 - Use of visuals is optional, not required

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Depth of Analysis
 - Did you identify and address key challenges in traditional hiring processes?
 - Did your proposed solutions reflect an understanding of DEI principles and practices?
2. Creativity and Innovation
 - Is your hiring process unique, practical, and engaging?
 - Did you incorporate innovative tools or strategies to foster inclusion?
3. Clarity and Organization
 - Is your report and presentation well-organized and easy to follow?
 - Did you explain your process and strategies in detail?
4. Relevance and Feasibility
 - Are your proposed strategies realistic and applicable to real-world organizations?
 - Did you align your process with the context and DEI goals of your chosen organization?
5. Team Collaboration and Effort
 - Did your team work effectively to complete the assignment?
 - Did all team members contribute meaningfully to the project?

Design Class Affinity Groups:

Purpose (Why You're Doing This)

This assignment challenges you to apply DEI principles by creating class-based affinity groups modeled after Employee Resource Groups (ERGs) in organizations. By working in teams, you will:

1. Explore the purpose and value of affinity groups in fostering inclusion and community.
2. Collaboratively design an affinity group that supports diverse identities, interests, or experiences within the class.
3. Develop practical leadership, teamwork, and presentation skills.

This assignment will help you understand how affinity groups operate in professional settings and how they can drive a sense of belonging and engagement.

Task (What You're Doing)

You will work in teams to design a class affinity group that fosters inclusion, builds community, and supports members' needs. Your team will research, create, and present your affinity group to

the class.

Step 1: Understand Affinity Groups and Their Role

Begin by researching what affinity groups are and why they are valuable in organizations.

Answer the following questions as a team:

- What is an affinity group?
 - Groups formed around shared identities, interests, or experiences (e.g., race, gender, career aspirations).
- Why are they important?
 - Discuss how affinity groups support DEI goals, foster a sense of belonging, and provide networking or professional development opportunities.
- How are they structured?
 - Look into how successful affinity groups function (e.g., leadership roles, activities, goals).

Use class materials, case studies, or external resources to guide your understanding.

Step 2: Choose Your Affinity Group Focus

Select a theme or identity for your affinity group. Examples include:

- Shared identities (e.g., first-generation college students, LGBTQ+ classmates).
- Shared goals (e.g., career-focused groups like "Future Entrepreneurs" or "Global Business Leaders").
- Shared challenges (e.g., work-life balance for students with jobs, international students navigating new environments).

Ensure your focus aligns with DEI principles by promoting inclusion, belonging, and support.

Step 3: Design Your Affinity Group

Develop a plan for your class affinity group. Include the following:

1. Mission and Vision:
 - What is the purpose of your group?
 - How does it support DEI and foster a sense of belonging for its members?
2. Membership and Inclusivity:
 - Who is the primary target audience?
 - How will you ensure your group is welcoming to allies or others who wish to support its mission?
3. Activities and Initiatives:
 - Plan at least two activities, events, or initiatives your group will organize.

Examples:

 - Networking mixers or study groups.
 - Guest speaker panels or workshops.
 - Community service projects.
 - Social or cultural celebration events.
4. Alignment with Class Goals:
 - How does your group contribute to building a more inclusive and supportive classroom environment?

Step 4: Present Your Affinity Group

Prepare a 5-7-minute presentation to share your affinity group with the class. Your presentation should include:

- An overview of the group's mission, vision, and purpose.
- A description of planned activities and their intended impact.

Your goal is to "pitch" the group to your classmates as if recruiting them to join.

Step 5: Write a Summary

Prepare a 1-page summary of your group's mission, purpose, and planned activities.

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Clarity and Organization
 - Is your affinity group well-structured and easy to understand?
 - Does your presentation follow a logical flow?
2. Relevance to DEI Principles
 - Does your group promote inclusion, belonging, and support for its members?
 - Is the group aligned with DEI goals discussed in class?
3. Creativity and Innovation
 - Is your group idea original and engaging?
 - Did you develop unique or impactful activities and initiatives?
4. Team Collaboration
 - Did your team work effectively to complete the assignment?
 - Does your presentation reflect a cohesive team effort?
5. Engagement
 - Was your presentation engaging?

Ally Intervention Assignment:

Purpose (Why You're Doing This)

This assignment is designed to help you understand and practice allyship in real-world situations.

By working in teams, you will:

1. Explore strategies allies can use to intervene when bias, microaggressions, or inequities occur in the workplace.
2. Develop practical communication and problem-solving skills by designing and performing a role play.
3. Reflect on the role of allyship in promoting inclusion and equity within organizations.

This activity emphasizes teamwork, critical thinking, and applying DEI principles to address workplace challenges.

Task (What You're Doing)

You will work in teams to research effective ally intervention strategies, create a workplace scenario involving bias or exclusion, and demonstrate how allies can intervene. Your deliverable includes:

1. A role play performance that demonstrates the intervention strategy.

2. A 1-page written summary that explains the scenario, intervention strategy, and its connection to DEI principles.

Step 1: Research Allyship and Intervention Strategies

Begin by researching effective strategies for allyship in the workplace. Consider scenarios such as:

- Addressing microaggressions.
- Interrupting bias in decision-making (e.g., hiring or promotions).
- Supporting underrepresented voices in meetings.
- Challenging discriminatory policies or practices.

Some strategies to explore include:

- Using the "Speak Up, Stand Up, Step In" framework.
- Employing bystander intervention techniques.
- Advocating for systemic changes.
- Leveraging privilege to amplify marginalized voices.

Discuss as a team how these strategies align with DEI principles.

Step 2: Develop a Workplace Scenario

Create a workplace scenario where bias, exclusion, or inequity occurs. Your scenario should:

- Be realistic and relatable (e.g., a hiring decision, a team meeting, or a one-on-one interaction).
- Clearly illustrate a DEI-related issue (e.g., microaggression, stereotype, inequitable practice).
- Provide opportunities for allies to intervene effectively.

Example:

A manager consistently interrupts a woman of color during meetings, dismissing her ideas. An ally on the team decides to address this behavior.

Step 3: Design Your Role Play

Based on your scenario, design a role play that demonstrates effective allyship. Your role play should:

- Include roles for individuals involved in the scenario (e.g., the ally, the person facing bias, others in the room).
- Demonstrate an ally intervening in a constructive and impactful way.
- Show how the intervention addresses the issue and aligns with DEI principles.
- Be 3–5 minutes long.

Practice the role play as a team to ensure it flows smoothly and effectively communicates the intervention strategy.

Step 4: Write a 1-Page Summary

Prepare a written summary that explains:

1. The Scenario: Describe the workplace situation and DEI issue.
2. The Intervention Strategy: Explain the allyship strategy used in the role play and why it is effective.
3. Connection to DEI Principles: Discuss how the intervention promotes equity, inclusion, or belonging in the workplace.

Keep the summary concise and well-organized.

Step 5: Perform Your Role Play

Perform your role play for the class on the assigned date. After your performance, be prepared to answer questions about your scenario and the intervention strategy.

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Relevance and Realism
 - Does the scenario reflect a realistic workplace DEI issue?
 - Is the intervention strategy relevant and applicable to the situation?
2. Depth of Analysis
 - Does the written summary provide a clear and thoughtful explanation of the scenario and intervention strategy?
 - Does it connect the intervention to DEI principles?
3. Creativity and Impact
 - Is the role play engaging and creative?
 - Does it effectively demonstrate how allyship can make a positive impact?
4. Clarity and Organization
 - Is the role play well-structured and easy to follow?
 - Is the written summary clear and concise?
5. Team Collaboration
 - Did the team work effectively to develop the scenario, intervention, and role play?
 - Did all team members contribute meaningfully to the assignment?

Additional Notes

- **Respect and Sensitivity:** Scenarios should be realistic, but avoid overly personal, violent, or triggering topics. Slurs and expletives are prohibited.
- **Peer Feedback:** After your performance, classmates will provide brief, constructive feedback on the intervention strategy and its effectiveness.

Identity Celebration Assignment

Purpose (Why You're Doing This)

This assignment builds on the class affinity group project you previously completed. By designing and presenting an identity celebration activity, you will:

1. Understand how to celebrate and amplify underrepresented identities in meaningful and impactful ways.
2. Apply DEI principles to design inclusive and engaging events or initiatives.
3. Collaborate as a team to showcase creativity and build practical event-planning skills relevant to DEI management.

This activity helps you explore how organizations use celebrations like Black History Month, Pride Month, or Women's History Month to promote inclusion, foster awareness, and create a sense of belonging.

Task (What You're Doing)

Your team will design an identity celebration activity connected to your class affinity group and present your idea to the class. The deliverable includes:

1. An up to 3-minute presentation explaining the activity.
2. A 1-page written summary describing the celebration in detail.

Step 1: Understand the Purpose of Identity Celebrations

Start by discussing the purpose and impact of identity celebration activities.

- Why are they important?
 - They amplify underrepresented voices and highlight contributions of collective identities.
 - They promote understanding, awareness, and inclusion.
- What makes them effective?
 - Activities should be meaningful, engaging, and aligned with the identity or cause being celebrated.

Research real-world examples (e.g., events held during cultural heritage months, organizational initiatives) for inspiration.

Step 2: Select Your Focus

Your celebration should be directly tied to the identity or focus of your affinity group (e.g., LGBTQ+ students, first-generation college students, women in leadership).

- What aspect of this identity do you want to celebrate? (e.g., achievements, contributions, or resilience).
- How can you highlight the unique experiences or challenges of this group?

Step 3: Design the Identity Celebration Activity

Work as a team to design an identity celebration activity. Your activity should:

1. Engage the Audience:
 - What will participants do during the activity?
 - Examples: Panel discussions, interactive workshops, art or performance showcases, cultural food tastings, or storytelling events.
2. Raise Awareness:
 - How will the activity educate participants about the identity being celebrated?
 - Examples: Historical facts, personal stories, or statistics tied to the identity.
3. Promote Inclusion and Belonging:
 - How will your celebration ensure that all participants feel welcome?
 - Examples: Allyship activities, open discussions, or community-building exercises.
4. Align with DEI Principles:
 - How does the activity align with diversity, equity, and inclusion goals?

Step 4: Prepare Your Deliverables

1. Presentation (Up to 3 Minutes):

- Present your identity celebration idea to the class as if pitching it to an organization.
- Include:
 - The activity's purpose and focus.
 - Key elements of the activity (what will happen and how it will engage

- participants).
 - Expected outcomes or impact.
 - Use of visuals is optional (e.g., slides, posters, or mock event flyers)
2. Written Summary (1 Page):
- Provide a detailed description of your celebration activity.
 - Title: Name of the activity.
 - Purpose: What is the goal of the activity?
 - Description: What will the activity involve?
 - Audience: Who is it for, and how will you ensure inclusion?
 - Outcomes: What impact do you hope the activity will have on participants?
 - Include your team members' names and roles in designing the activity.

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Relevance and Alignment
 - Does the activity align with your affinity group's identity and purpose?
 - Is it meaningful and connected to DEI principles?
2. Creativity and Engagement
 - Is the activity original, engaging, and likely to capture participants' interest?
 - Does it use creative approaches to celebrate and educate?
3. Clarity and Organization
 - Is the presentation clear and well-organized?
 - Does the written summary effectively explain the activity?
4. Team Collaboration
 - Did your team work effectively to design and present the activity?
 - Does the deliverable reflect a cohesive team effort?
5. Presentation
 - Does your presentation stay within the time limit and effectively convey the activity's purpose?

Executive Coaching Assignment

Purpose (Why You're Doing This)

This assignment helps you develop the skills needed to advise leaders on correcting DEI missteps and fostering an inclusive organizational culture. By working in teams as executive coaches, you will:

1. Analyze a DEI-related leadership challenge from a case study.
2. Develop a tailored coaching plan to address the leader's actions and promote accountability.
3. Practice concise communication by presenting actionable advice to an executive audience.

This exercise emphasizes critical thinking, collaboration, and applying DEI principles to leadership challenges.

Task (What You're Doing)

Your team will act as executive coaches advising a C-suite leader who committed a DEI faux pas. Based on the provided case study, you will analyze the issue, create a coaching plan to address the leader's actions, and present your recommendations.

The deliverable includes:

1. An up to 5-minute presentation of your coaching plan.
2. A 1-page written summary of your plan and recommendations.

Step 1: Review the Case Study

You will receive a case study detailing a DEI faux pas committed by a C-suite leader. The faux pas could involve:

- Making an insensitive comment during a public address.
- Failing to respond appropriately to a DEI-related incident.
- Implementing a policy or decision that disproportionately impacts underrepresented groups.

As a team, analyze the case study to understand:

- The nature of the faux pas.
- The impact of the leader's actions on employees, stakeholders, and organizational culture.
- Key DEI principles and practices that were overlooked or violated.

Step 2: Develop an Executive Coaching Plan

Create a coaching plan tailored to the leader and their organization. Your plan should:

1. Assess the Situation:
 - Identify the specific DEI issues and their root causes.
 - Discuss the immediate and long-term implications of the faux pas.
2. Outline Coaching Goals:
 - What should the leader achieve through the coaching process?
 - Examples: Acknowledge and apologize for the faux pas, rebuild trust, implement systemic changes.
3. Propose Actionable Steps:
 - Recommend 3–5 specific actions the leader should take to address the issue.

Examples:

 - Publicly acknowledge and take accountability for the mistake.
 - Engage in DEI training to build awareness and understanding.
 - Hold listening sessions with impacted employees or communities.
 - Revise organizational policies to align with DEI principles.
4. Provide Communication Guidance:
 - How should the leader communicate with employees, stakeholders, and the public to rebuild trust?
 - Include language and tone suggestions that demonstrate accountability and a commitment to improvement.
5. Recommend Ongoing Support:
 - Suggest strategies for the leader to prevent future DEI missteps (e.g., DEI advisory councils, regular feedback loops).

Step 3: Prepare Your Deliverables

1. Presentation (Up to 5 Minutes):

- Present your coaching plan as if pitching it to the C-suite leader.
- Include:
 - A brief summary of the issue.
 - Your proposed goals and key actions.
 - Specific advice on communication and long-term DEI strategies.
- Use of visuals is optional (e.g., slides, coaching framework, or flowcharts)

2. Written Summary (1 Page):

- Provide a clear and concise summary of your coaching plan. Include:
 - The Problem: A brief description of the faux pas and its impact.
 - Coaching Goals: What the leader should achieve.
 - Action Plan: Your recommended steps and their rationale.
 - Communication Plan: Key messages and approaches for addressing the issue.
 - Ongoing Support: Suggestions for preventing future DEI challenges.

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Depth of Analysis
 - Did your team thoroughly analyze the faux pas and its implications?
 - Did you clearly identify the root causes and their connection to DEI principles?
2. Relevance and Feasibility
 - Are your proposed actions realistic and applicable to the leader's context?
 - Do they effectively address the issue and promote DEI improvement?
3. Clarity and Organization
 - Is your presentation well-organized and easy to follow?
 - Does your written summary clearly outline the coaching plan?
4. Creativity and Practicality
 - Does your coaching plan reflect innovative and impactful strategies?
 - Are your communication recommendations thoughtful and effective?
5. Team Collaboration and Delivery
 - Did your team work effectively to develop and present the coaching plan?
 - Was the presentation engaging and professional?

Additional Notes

- Respect and Sensitivity: Ensure your coaching advice is respectful and constructive, focusing on solutions rather than blame.
- Peer Feedback: After presentations, classmates will provide constructive feedback on the coaching plans.

Global Company Compare & Contrast Assignment

Purpose (Why You're Doing This)

This assignment will enhance your understanding of how DEI issues and initiatives differ across global contexts and equip you with the skills to prepare expatriates for international assignments. By working in teams, you will:

1. Explore how cultural, legal, and organizational factors influence DEI practices in

different countries.

2. Develop actionable recommendations to help a U.S.-based expatriate adapt to the DEI landscape of a foreign company branch.
3. Practice concise and effective communication through written and verbal deliverables.

This exercise highlights the role of HR leaders in managing DEI across global organizations and preparing employees for success in diverse environments.

Task (What You're Doing)

Your team will act as the HR leadership team for a real global company, tasked with preparing a U.S.-based employee for an expatriate assignment in one of the company's international offices. You will research and compare DEI issues or initiatives in the U.S. and the foreign country, then create a plan to educate the expatriate on these differences.

The deliverable includes:

1. An up to 5-minute presentation summarizing your findings and recommendations.
2. A 1-page written summary outlining the key points of your analysis and preparation plan.

Step 1: Select a Global Company and Country

Choose a real global company with a presence in the U.S. and at least one other country.

Examples include:

- Google: U.S. and India.
- Toyota: U.S. and Japan.
- Unilever: U.S. and the Netherlands.
- Coca-Cola: U.S. and South Africa.
- Siemens: U.S. and Germany.

Once your company and country are selected, consider which DEI issue or initiative to focus on, such as:

- Gender equity in the workplace.
- Racial or ethnic diversity.
- LGBTQ+ inclusion.
- Disability accommodations.
- Cultural differences in addressing inclusion and equity.

Step 2: Research DEI Issues and Initiatives

As a team, research the following:

1. In the U.S.:
 - What are the key DEI issues or initiatives in the company's U.S. operations?
 - Are there specific laws, cultural norms, or challenges influencing DEI in the U.S.?
2. In the Foreign Country:
 - What are the key DEI issues or initiatives in the foreign office?
 - How do the cultural, social, and legal contexts of the foreign country shape DEI?
3. Key Differences and Similarities:
 - How do DEI practices and challenges in the U.S. differ from or align with those in the foreign country?
4. Practical Implications:
 - What unique considerations should an expatriate be aware of when managing or participating in DEI efforts abroad?

Use credible sources such as company reports, DEI-related articles, government websites, or case studies.

Step 3: Develop a Preparation Plan

Based on your research, create a plan to prepare the expatriate for their assignment. Your plan should:

1. Summarize Key Differences:
 - Highlight the main differences between DEI issues or initiatives in the U.S. and the foreign country.
2. Provide Cultural Context:
 - Explain cultural nuances or legal frameworks influencing DEI in the foreign country.
3. Offer Practical Recommendations:
 - Suggest 3–5 actionable steps the expatriate should take to adapt to and engage with DEI efforts in the foreign office. Examples:
 - Attend cultural competency training.
 - Build relationships with local DEI leaders.
 - Participate in country-specific DEI programs or events.

Step 4: Prepare Your Deliverables

1. Presentation (Up to 5 Minutes):
 - Present your findings and preparation plan to the class as if you were coaching the expatriate.
 - Include:
 - A brief overview of the company and countries.
 - Key differences and similarities in DEI issues or initiatives.
 - Practical recommendations for the expatriate.
 - Use visuals such as slides, infographics, or flowcharts to enhance your presentation.
2. Written Summary (1 Page):
 - Provide a concise summary of your research and recommendations. Include:
 - Company and Country Focus: Name the company and the two countries being compared.
 - Key Differences and Similarities: Highlight the main DEI-related contrasts and alignments.
 - Preparation Plan: Outline your recommended steps for the expatriate.

Criteria for Success (How You're Doing It Well)

Your assignment will be evaluated based on the following criteria:

1. Depth of Analysis
 - Did your team thoroughly research and analyze DEI issues or initiatives in both countries?
 - Did you identify meaningful differences and similarities?
2. Relevance and Practicality
 - Are your recommendations actionable and relevant to the expatriate's role?
 - Do they address cultural and organizational nuances?
3. Clarity and Organization

- Is your presentation and written summary well-organized and easy to follow?
 - Are your points clearly articulated?
 - 4. Creativity and Engagement
 - Is your presentation visually appealing and engaging?
 - Did your team demonstrate creativity in explaining DEI challenges and solutions?
 - 5. Team Collaboration
 - Did your team work effectively to research, analyze, and deliver the assignment?
 - Was everyone's contribution reflected in the deliverables?
-

Additional Notes

- Respect and Sensitivity: Ensure your analysis and recommendations are culturally respectful and avoid stereotypes.
- Peer Feedback: After your presentation, classmates will provide brief, constructive feedback on your preparation plan.

Final Project Assignment:

DEI Consulting Project: Addressing Organizational Challenges Through Innovative Solutions.

Purpose (Why You're Doing This)

This final project simulates real-world DEI consulting work, where you will act as a consultant hired by an organization to address a specific DEI issue. By completing this project, you will:

1. Apply DEI principles and frameworks to analyze and solve a practical organizational challenge.
2. Develop a creative, actionable deliverable that addresses the client's needs.
3. Strengthen your ability to communicate DEI strategies through both written and verbal formats.

This project allows you to demonstrate your understanding of course concepts and showcase your critical thinking, problem-solving, and communication skills.

Task (What You're Doing)

You will individually act as a DEI consultant hired by an organization to address a DEI-related issue they are facing. Based on the issue, you will develop a DEI deliverable tailored to the organization's needs. The deliverable could be a training program, a new policy, a strategic initiative, or a communication plan.

The final project includes:

1. An **up to 5-minute presentation** where you pitch your deliverable to the client (the class).
 2. A **written summary** (5 page minimum) detailing the deliverable and your approach to solving the DEI issue.
-

Step 1: Identify the DEI Issue

You will select a case study describing a specific DEI issue the organization is facing. Examples of issues include:

- **Recruitment and Hiring:** Lack of diversity in applicant pools or hiring processes.

- **Retention and Advancement:** High turnover rates among underrepresented employees or lack of diversity in leadership.
- **Workplace Culture:** Prevalence of microaggressions, bias, or a lack of inclusion.
- **Equity:** Pay disparities or inequitable access to resources.
- **Policy and Accessibility:** Outdated policies or lack of accommodations for employees with disabilities.

Analyze the case study to understand the issue, its root causes, and its impact on the organization and employees.

Step 2: Develop a DEI Deliverable

Based on your analysis, create a deliverable that addresses the DEI issue. Examples of deliverables include:

1. **Training Program:** A workshop or series of training sessions to address issues like unconscious bias, inclusive leadership, or cultural competency.
2. **Policy Proposal:** A new or updated policy (e.g., inclusive hiring practices, flexible work arrangements).
3. **Strategic Initiative:** A long-term DEI strategy or program (e.g., mentorship programs, ERG implementation, DEI audits).
4. **Communication Plan:** A set of communication materials (e.g., email campaigns, internal FAQs, or public-facing statements) to address a DEI crisis or promote initiatives.
5. **Metrics and Dashboard:** A tool to measure and track DEI progress (e.g., diversity representation, pay equity, employee satisfaction surveys).

Your deliverable should be:

- Aligned with the organization's goals and context.
- Practical, actionable, and innovative.
- Grounded in DEI principles and best practices.

Step 3: Prepare Your Deliverables

1. Presentation (Up to 5 Minutes):

- Prepare a concise pitch as if presenting to the organization's leadership.
- Include:
 - A brief summary of the DEI issue.
 - Your proposed deliverable and how it addresses the issue.
 - Anticipated outcomes and how you will measure success.
- Use visuals (e.g., slides, diagrams, or mock-ups) to enhance your pitch.

2. Written Summary (5 Page minimum):

- Provide a detailed explanation of your approach and deliverable. Include:
 - **Introduction:** Briefly describe the DEI issue and its context.
 - **Analysis:** Explain the root causes and impacts of the issue.
 - **Proposed Deliverable:** Describe your solution, including its purpose, components, and how it addresses the issue.
 - **Implementation Plan:** Outline how the deliverable would be rolled out in the organization.
 - **Measurement:** Specify how you would assess the success of your deliverable (e.g., KPIs, feedback mechanisms).

Criteria for Success (How You're Doing It Well)

Your project will be evaluated based on the following criteria:

1. **Depth of Analysis**
 - Did you thoroughly analyze the DEI issue, including its root causes and impacts?
 - Did you ground your analysis in DEI principles and better practices?
 2. **Relevance and Practicality**
 - Is your deliverable practical and aligned with the organization's goals?
 - Does it provide a realistic and actionable solution to the DEI issue?
 3. **Clarity and Organization**
 - Is your presentation and written summary well-structured and easy to understand?
 - Are your ideas clearly articulated and logically presented?
 4. **Creativity and Innovation**
 - Does your deliverable demonstrate originality and innovation in addressing the DEI issue?
 - Did you consider unique or impactful approaches?
 5. **Presentation and Delivery**
 - Was your presentation engaging, professional, and within the time limit?
 - Did your visuals effectively support your pitch?
-

Additional Notes

- **Respect and Sensitivity:** Ensure your deliverable and presentation reflect cultural awareness and sensitivity to the DEI issue.
 - **Peer Feedback:** After your presentation, classmates will provide constructive feedback on your deliverable.
-

This final project allows you to demonstrate your expertise in DEI management and your ability to solve complex organizational challenges. Let me know if you'd like guidance on case study examples or additional resources to support your project!

Retrieving Class Readings

In most cases, I will link the articles that you need to read. However, if a link is broken, these articles can be retrieved either using the Rutgers online library database system and/or Google Scholar. In some cases, I have provided you the article in the class module if special access was needed to retrieve the article. You will **NEVER** have to pay additional money to access an article. Additionally, some readings are directly linked within the syllabus. Feel free to ask me for assistance.

Quizzes

The quiz questions will come **from the assigned readings, podcasts, videos, etc.** Typically, quizzes will be around 5 questions. You may refer to your readings/assignments when answering the quizzes, BUT it will best if you complete **ALL** of your readings prior to beginning the quiz. You may **NOT** seek outside help, communicate with your classmates, or copy and paste any aspect of the quizzes to share with/help others.

Class Schedule

Date	Topics	Readings/Activities	Assignments/Quizzes *Due Dates are Listed in Canvas*
Module 1: Jan. 21 & 23	Course Overview; Review Syllabus; Introductions; DEI Foundational Concepts	<ol style="list-style-type: none"> 1. Class Syllabus, Canvas Course Page; DEI Terms & Measurement. 2. Knowledge at Work Podcast: How National Politics Are Impacting DEI in the Workplace with Dr. Stephanie Creary. 3. What's the Difference? Diversity Constructs as Separation, Variety, or Disparity in Organizations. Harrison, D. A. & Klein, K. J. Academy of Management Review, 2007. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option
Module 2: Jan. 28 & 30	Foundational DEI Theories and Legal Frameworks for DEI Jan. 30: Guest Professor: Prof. Stacy Hawkins: Legally Defensible DEI Strategies	<ol style="list-style-type: none"> 1. Equity & Organizational Justice Theories 2. Why Dropping the E in DEI is a Mistake. Harvard Business Review. Ruggs, E. N. & Holmes IV, O. 3. Getting Serious About Diversity: Enough Already with the Business Case. Harvard Business Review. Ely, R. J. & Thomas, D. A. 4. The Propaganda of 'Meritocracy'. Degefe, E. & Ince, J. The Fulcrum. 5. Basketball Exercise 6. We Need to Talk About an Injustice. Bryan Stevenson. TED Talk. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option 3. DEI-Related Laws Assignment 4. Guest Professor Reflection Assignment Option
Module 3: Feb. 4 & 6	Cognitive Processes & Decision Making	<ol style="list-style-type: none"> 1. Diversity Matters Podcast: Eliminating Bias & Discrimination with Dr. Dolly Chugh. 2. Casuistry Personnel Selection Exercise 3. Resist Authoritarianism by Refusing to Obey in Advance. Snyder, T. The Lit Hub. 4. What We Get Wrong About the DEI Backlash Narrative. Holmes IV, O. Psychology Today. 5. Conservative Opponents of DEI May Not Be as Colorblind as They Claim. Folberg, A., Dueland, L. B., & Hebl, M. The Conversation. 6. Police Brutality and the Less Conspicuous Ways Racism Kills. Oscar Holmes IV TEDx Talk 	<ol style="list-style-type: none"> 1. Quiz 2. DEI Consultant Assignment: Design a DEI-Informed Personnel Selection Process. 3. Do at least 3 Implicit Association Tests
Module 4: Feb. 11 & 13	DEI Leadership & Corporate Initiatives Feb. 11: Guest Professor: Lloyd Freeman,	<ol style="list-style-type: none"> 1. Diversity Matters Podcast: The Work of Chief Diversity Officers with Lloyd Freeman, Esq. 2. What Makes an Inclusive Leader? Zheng, W., Kim, J., Kark, R. & Mascolo, L. Harvard Business Review. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option 3. Guest Professor Reflection Assignment Option 4. Design Class Affinity Groups

	Esq. Corporate DEI & ERGs	<ol style="list-style-type: none"> 3. Diversity Matters Podcast: DEI and Corporate Boards with Dr. Stephanie Creary. 4. 7 Metrics to Measure Your Organization's DEI Progress. Jourdan, L. <i>Harvard Business Review</i> 5. How Diversity Makes Teams More Innovative. Rocío Lorenzo. TED Talk. 	
Module 5: Feb. 18 & 20	Workplace Bias & Diversity Climate	<ol style="list-style-type: none"> 1. How Diversity Makes Us Smarter. Phillips, K. <i>Scientific American</i> 2. Privilege 101: A Quick & Dirty Guide. Ferguson, S. <i>Everyday Feminism.</i> 3. Privilege Activity 4. Leader to Leader: Diversity Climate In Organizations. (PDF in Module). 5. Diversity Matters Podcast: Understanding Microaggressions with Dr. Kevin Nadal. 6. How to Outsmart Your Own Unconscious Bias. Valerie Alexander. TED Talk. 7. Knowledge at Work Podcast: Navigating Microaggressions at Work with Dr. Stephanie Creary. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option
Module 6: Feb. 25 & 27	Activism and Allyship Feb. 27: Guest Professor: Dr. Nyeema Watson: DEI & Community Engagement	<ol style="list-style-type: none"> 1. 3 Unconventional, Effective Ways to Practice Allyship. Kratz, J. <i>Forbes.</i> 2. Diversity Matters Podcast: Critical Race Theory with Dr. Victor Ray. 3. Knowledge at Work Podcast: Action, not Words: Creating Gender and Racial Equity at Work with Dr. Stephanie Creary. 4. How to Lead Your Company as a True Ally. Mackenzie, L. N., Rouse, A., & Soule, S. A. <i>Inc.</i> 5. What Drives Corporate Activism? McKean, A. & King, B. <i>Kellogg Insight</i> 6. How Companies Should Weigh in On a Controversy. Bersoff, D. M., Sucher, S. J., & Tufano, P. <i>Harvard Business Review.</i> 2024 109-119 	<ol style="list-style-type: none"> 1. Quiz 2. Guest Professor Reflection 3. Ally Intervention Assignment
Module 7: Mar. 4 & 6	Disability & Accessibility	<ol style="list-style-type: none"> 1. Disability as a Source of Competitive Advantage. Alemany, L & Vermeulen, F. 2023 <i>Harvard Business Review.</i> 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option 3. Disability/Accessibility Accommodation Assignment

		<ol style="list-style-type: none"> 2. Knowledge at Work Podcast: Improving Accessibility in the Workplace – and in Space with Dr. Stephanie Creary. 3. Diversity Matters Podcast: Disability and Accessibility Awareness with Dr. Joy Beatty. 4. Why Design Should Include Everyone. Sinéad Burke TED Talk 5. Mainstreaming Disability. Dylan Alcott. TED Talk. 6. How I Fail at Being Disabled. Susan Robinson. TED Talk. 	
Module 8: Mar. 11 & 13	Identity Management	<ol style="list-style-type: none"> 1. Your Identity is Your Superpower. America Ferrera. TED Talk. 2. The Danger of A Single Story. Chimamanda Ngozi Adichie. TED Talk. 3. Why Your Customers' Social Identities Matter. Champniss, G., Wilson, H. N., Macdonald, E. K. Harvard Business Review. 2015. 4. Knowledge at Work Podcast: How Can Minority Employees Be Authentic in a Corporate Workplace with Dr. Stephanie Creary. 5. Diversity Matters Podcast: Codeswitching 101 with Dr. Courtney McCluney. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option 3. Identity Celebration Assignment
Module 9: Mar. 18 & 20	Religion at Work Guest Professor: Dr. Linda Noonan: Multi-Faith Inclusion	<ol style="list-style-type: none"> 1. Diversity Matters Podcast: Black Theology, Faith, & Feminism with Candice Benbow. 2. Understanding the Arab Customer. Mahajan, V. Harvard Business Review. 2013. 3. One Earth, Many Religions. Zaki Cooper. TED Talk. 4. Rethinking Political Correctness. Ely, R. J., Meyerson, D. E., & Davidson, M. N. Harvard Business Review. 2006. 5. Rethinking DEI: The Crucial Role of Religion in Workplace Belonging. Grim, B. Public Square Magazine. 6. Where Religious Identity Fits Into Your DEI Strategy. Johnson, M., Hacker, A., Hill, M., & Patel, E. Harvard Business Review. 2023. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option 3. Guest Professor Assignment Option
Module 10: Mar. 25 & 27	DEI Leadership	<ol style="list-style-type: none"> 1. Diversity as Strategy. Thomas, D. A. Harvard Business Review. 2004. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option 3. Executive Coaching Assignment

		<ol style="list-style-type: none"> 2. The Six Signature Traits of Inclusive Leadership. Dillon, B. & Bourke, J. Deloitte University Press. **PDF in Module** 3. Overcoming Today's DEI Leadership Challenges. Harvard Business Review. 4. The Five Stages of DEI Maturity. Washington, E. F. Harvard Business Review. 2022. 5. To Drive Diversity Efforts, Don't Tiptoe Around Your Legal Risk. Chang, E. & Levine, B. Harvard Business Review. 2022. 6. Diversity Matters Podcast: The Impostor Phenomenon with Dr. Angélica Gutiérrez. 	
Module 11: Apr. 1 & 3	Gender & LGBTQ+ Inclusion	<ol style="list-style-type: none"> 1. For LGBT Workers, Being "Out" Brings Advantages. Hewlett, S. A. & Sumberg, K. Harvard Business Review. 2011. 2. Knowledge at Work Podcast: Why 'Covering' Can Harm Diversity in the Workplace with Dr. Stephanie Creary. 3. The Gender-Fluid History of the Philippines France Villarta TED Talk. 4. The Biology of Gender, from DNA to the Brain. Karissa Sanbonmatsu. 5. A Guide to LGBTQ2+ Inclusion for HR, People, & DEI Leaders. **PDF in Module** 6. Diversity Matters Podcast: TransLivesMatterN.O.W. with Angelica Ross. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option
Module 12: Apr. 8 & 10	Communication & Storytelling April 8: Guest Professor: Dr. Stephanie Creary: The LEAP Framework	<ol style="list-style-type: none"> 1. Knowledge at Work Podcast: Why Inclusive Storytelling Matters with Dr. Stephanie Creary. 2. How to Be a Better Ally to Your Black Colleagues. Creary, S. Harvard Business Review. 2020 3. If You Want to Lead, Master This Skill. Smith, D. Harvard Business Review. 2024. 4. A New Approach to Building Your Personal Brand. Avery, J. & Greenwald, R. Harvard Business Review. 2024 5. The Clues to a Great Story. Andrew Stanton. TED Talk. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option 3. The First Time I Realized...Assignment
Module 13: Apr. 15 & 17	Global DEI	<ol style="list-style-type: none"> 1. Diversity Matters Podcast: Social Class Mobility with Dr. Sean Martin. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option 3. Global Company DEI Contrast Assignment

		<ol style="list-style-type: none"> 2. What Does Diversity Mean in a Global Organization? Lee, D. Harvard Business Review. 2022. 3. What Makes a Great Leader. Hill, L., Tedards, E., Wild, J. & Weber, K. Harvard Business Review. 2024. 4. Do Your Global Teams See DEI as an American Issue. Luthra, P. Harvard Business Review. 2022. 5. The 10 Principles of the UN Global Compact. 	
Module 14: Apr. 22 & 24	DEI Metrics & Technology	<ol style="list-style-type: none"> 1. Knowledge at Work Podcast: How Data Analytics Can Help Advance DEI with Dr. Stephanie Creary. 2. Knowledge at Work Podcast: How to Use AI fairly and Responsibly with Dr. Stephanie Creary. 3. Data-Driven Diversity. Williams, J. & Dolkas, J. Harvard Business Review, 2022. 4. Numbers Take Us Only So Far: Facebook's Global Director of Diversity Explains Why Stats Alone Won't Solve the Problem of Organizational Bias. Williams. Harvard Business Review. 2017 5. How I'm Fighting Bias in Algorithms. Joy Buolamwini. TED Talk. 6. Machine Intelligence Makes Human Morals More Important. Zeynep Tufekci. TED Talk. 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option
Module 15: Apr 29 & May 1	Age & Work-Family Intersections	<ol style="list-style-type: none"> 1. Knowledge at Work Podcast: How to Improve Work-Life Balance for Caregiving Employees with Dr. Stephanie Creary. 2. Bridging Generational Divides in Your Workplace. Hennelly, D. & Schurman, B. Harvard Business Review. 2023. 3. How Dual-Career Couples Make it Work. Petriglieri, J. Harvard Business Review. 2019. 4. Final Project Presentations 	<ol style="list-style-type: none"> 1. Quiz 2. Reflection Assignment Option
Module 16: May	Final Project Due Date TBD	<ol style="list-style-type: none"> 1. Final Project Presentations 	

Additional readings and assignments may be assigned and/or altered at my discretion.

