

“Diversity Management in International Context”

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Duration:	9 weeks
Language of Instruction:	English

Description

The participants of this seminar learn how to work together with people from different socio-cultural backgrounds and how to positively acknowledge and use heterogeneity in a creative way in the (international) workplace. Diversity management is thus understood here as a corporate strategic instrument of personnel management utilized to achieve practical equality. Participants will learn to perceive their own professional environment as a heterogeneous field of different identities and to successfully manage the benefits and challenges resulting from this. Diversity management aims at the productive cooperation of people from different social and ethnic backgrounds, different genders, or lifestyles, beyond discriminatory practices and standardization.

In our seminar, participants will gain knowledge about the concept of diversity management in general as well as knowledge about the framework conditions for this concept and the requirements for its realization and implementation. This is complemented by the acquisition of key competencies relevant to anyone involved in social, organizational and business undertakings: listening, moderating, accepting and networking beyond ethno-, socio- or gender-specific definitions of people. Practical exercises carried out in the form of awareness training will sensitize participants to their own ways of dealing with differences and commonalities, and they will experience the effects of the concept of “diversity”.

Learning Objectives

This seminar will enable participants to critically assess and deconstruct attributions based on differences such as "gender", "age", "social class", "ethnicity", or "religion". Through the acquisition of knowledge regarding the concept of diversity management and through understanding social diversity and its significance in working life, participants will be empowered to deal with these differences in a productive way.

Target Group

Young professionals, graduates, postgraduates, professionals from all fields, advanced students. This qualification is aimed at participants who want to acquire knowledge in the area of conflict management, team development, human resources as well as communication and organizational skills for professional activities in companies. Furthermore, the offer is particularly important for professionals who would like to work in internationally active companies or who are planning a professional stay abroad.

General Requirements

Participants need to possess English language abilities in speaking and writing on the Upper Intermediate Level (at least B2). Attendance of the live sessions is essential for your successful and meaningful completion of the course. To receive a certificate for this course, you will need to attend at least two of the three live sessions. These live sessions will be combined with additional material and intensive work through the online course platform, both individually and in groups. Please see course requirements for the various assignments.

To ensure a comfortable learning environment for all, please adhere to our [Code of Online Conduct](#).

Technical Requirements

Stable internet connection.

Fully functional device, such as computer, laptop or tablet (use of smart phones is not recommended) with camera and microphone, headset recommended.

Recommended operating systems: Windows 10 or higher or MacOS 10.13 or higher. Avoid using a VPN.

Software: Webex Meetings. Please log in to Webex at least a day before course start in order to avoid any technical delays on the first live session.

Course Requirements

Assignments & Readings

Apart from the live sessions, there will be required reading, listening and watching material available online. Additional reading/recommended sources will be made available for each session.

Each week is going to focus on a particular topic. Learning triads are going to be formed amongst participants to foster exchange and mutual learning support.

A learning diary to record weekly tasks functions as a reflection space and will be central in documenting your learning process.

Literature

All literature and additional sources of information are going to be provided online.

Modules

Module	Topics, Guiding Questions, Reading, Assignments
1	<p>Live session // Topic: Introduction to Diversity Management (knowledge)</p> <p>The 9 weeks of this course are going to be structured along the three main areas of knowledge / attitude / action with regards to Diversity Management. All three are important aspects in the implementation process.</p> <p>Week 1 is starting off with the knowledge part: Introduction to Diversity Management.</p> <p>You will be introduced to a learning diary that you will work on throughout the course. It needs to be completed as assignment by the end of the course. Each week a task is being given.</p> <p>We will form learning triads amongst the participants to support the learning process and foster mutual exchange.</p> <p>Reading: Özbilgin, Mustafa F. (2019): Global Diversity Management, in Özbilgin, Mustafa F.; Bartels-Ellis, Fiona; Gibbs, Paul (2019): Global Diversity Management, pp. 25-39.</p>

<p>2</p>	<p>Asynchronous session // Topic: History of Diversity Management</p> <p>Where does Diversity Management come from? What are the connections to civil rights movements in the 20th century? What kind of paradigms can be identified today?</p> <p>Learning triads meet independently.</p> <p>Learning diary task to be completed.</p> <p>Reading: Maltbia, Terrence E.; Power, Anne T. (2008): A Leader's Guide to Leveraging Diversity, pp. 19 – 22.</p> <p>Wrech, John (2015): Diversity Management, in Vertovec, Steven (2015): Routledge International Handbook of Diversity Studies, Routledge, pp. 254 – 262.</p>
<p>3</p>	<p>Asynchronous session // Topic: Business, moral and legal case for Diversity Management</p> <p>Why do organisations engage in Diversity Management? The business, moral and legal case for Diversity Management will be explored.</p> <p>Learning triads meet independently.</p> <p>Learning diary task to be completed.</p> <p>Reading: Bleijenbergh, Inge; Peters, Pascale; Poutsma, Erik (2010), "Diversity management beyond the business case", in: <i>Equality, Diversity and Inclusion: An International Journal</i>, Vol. 29 Iss. 5 pp. 413 – 421.</p> <p>Cavico, Frank J.; Muffler, Stephen C.; Mujtaba, Bahaudin G. (2013), "Appearance discrimination in employment - Legal and ethical implications of "lookism" and "lookphobia", in: <i>Equality, Diversity and Inclusion: An International Journal</i>, Vol. 32 Iss. 1 pp. 83 – 119.</p>
<p>4</p>	<p>Asynchronous session // Topic: Case study organization/company approach to Diversity Management</p> <p>Research to be completed on a company case study (either own or chosen one): What is the company's understanding of diversity management? Which dimensions of diversity are being considered? What measures are being taken? How is progress measured?</p> <p>Learning triads meet independently.</p> <p>Learning diary task to be completed.</p> <p>Reading: McKinsey & Company (2020): Diversity wins - How inclusion matters through Diversity.</p>

<p>5</p>	<p>Live session // Topic: Unconscious Bias and reflecting privileges (attitude)</p> <p>What is Unconscious Bias and how does it affect daily and professional life? What can be done individually and structurally to mitigate the effects of Unconscious Bias?</p> <p>Learning triads meet independently.</p> <p>Learning diary task to be completed.</p> <p>Watch: Chimamanda Ngozi Adichie: The danger of the single story: https://www.ted.com/talks/chimamanda_ngozi_adichie_the_danger_of_a_single_story (18:33 min)</p>
<p>6</p>	<p>Asynchronous session // Topic: Dimensions of Diversity</p> <p>What are the dimensions of diversity? Which models are there to describe diversity within an organisational context?</p> <p>Learning triads meet independently.</p> <p>Learning diary task to be completed.</p> <p>Reading: Vertovec, Steven (2015): Routledge International Handbook of Diversity Studies, Routledge, pp. 23 – 114. (Choose at least 2 chapters from Part 1 “Dimensions of Diversity”.)</p>
<p>7</p>	<p>Asynchronous session // Topic: Intersectionality</p> <p>What is intersectionality? Who developed the concept? Why is it important in a global economy?</p> <p>Learning triads meet independently.</p> <p>Learning diary task to be completed.</p> <p>Reading: Crenshaw, Kimberle (1989), "Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics," in: <i>University of Chicago Legal Forum</i>, Vol. 1989 Iss. 1, Article 8.</p>
<p>8</p>	<p>Asynchronous session // Topic: action planning and diversity measures</p> <p>How is Diversity Management implemented? Are there any good examples to learn from?</p> <p>Learning triads meet independently.</p> <p>Learning diary task to be completed.</p> <p>Reading: Molefi, Nene; O’Mara, Julie; Richter, Alan (2021): Global Diversity, Equity & Inclusion Benchmarks. Standards for Organizations Around the World.</p>

9 **Live session // Topic: Personal and organisational next steps (action)**
Summary: Looking back and into the future – How can the gained knowledge be implemented on a personal and organisational level?

Learning triads meet independently.

Learning diary task to be completed.

Reading:
Gibbs, Paul (2019): At the core of Diversity is Compassion, in Özbilgin et al. (2019): Global Diversity Management, pp. 161 – 172.

Bíró, Ágota (2019): What makes you successful in Diversity Management, in Özbilgin et al. (2019): Global Diversity Management, pp. 81 – 86.
