



COLORADO STATE UNIVERSITY — GLOBAL —

ORG555: LEADING DIVERSE TEAMS

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

In this course, students gain a comprehensive understanding of diversity as it applies to strategic planning, cultural change, and team dynamics. Students learn to identify the realities of developing and implementing diversity initiatives for the organization and the workforce, as well as explore emerging issues in diversity management

Course Learning Outcomes:

1. Explain what constitutes a global perspective and integrated approach to diversity.
2. Identify and analyze the methods of organizational leaders who effectively manage diversity.
3. Apply and analyze diversity strategies with respect to leading and managing an organization.
4. Evaluate how diverse individuals in the workplace affect and are affected by the principles of leadership and management.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

Cañas, K. A., & Sondak, H. (2014). *Opportunities and challenges of workplace diversity: Theory, cases, and exercises* (3rd Ed.). Upper Saddle River, NJ: Pearson. ISBN-13: 9780132953511

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1 & 2 in Opportunities and Challenges of Workplace Diversity
- Avery, D. R., Volpone, S. D., Stewart, R. W., Luksyte, A., Hernandez, M., McKay, P. F., & Hebl, M. R. (2013). Examining the draw of diversity: How diversity climate perceptions affect job-pursuit intentions. *Human Resource Management*, 52(2), 175-193.
- Morath, E. (2016). U.S. News --- THE OUTLOOK: Temp Work Flashes Warning. *Wall Street Journal*, p. A.2.
- DiversityBusiness.com (n.d.). America's top 50 inclusion corporations: Who's gaining market share by doing the fight thing?
- Hewlett, S., Marshall, M., & Sherbin, L. (2013). How diversity can drive innovation. *Harvard Business Review*, 91(12), 30.

Discussion (25 points)

Critical Thinking: (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Diversity Experience

Diversity encompasses a wide variety of experiences and differences, and our perspectives on diversity are often framed and informed by our culture, life experiences, profession, and workplace.

Instructions:

In a well-written paper, compare and contrast four definitions of diversity. One will be from the U.S.-based Society for Human Resource Management (SHRM); the second will be from an international scholarly or business publication; the third will be from an international non-profit organization; and the fourth will be from a corporation or business located where you live (your city or your country).

Address the following in your paper:

1. Describe the sources of the definitions that you are comparing and contrasting, as well as their definitions of diversity.
2. Describe SHRM's and the scholarly publication's definitions. (Remember to name and describe the international scholarly or business publication you are using as a resource. What is the composition of its key audience?)
3. Compare and contrast your definition of diversity with the definitions from your chosen publication and SHRM. Be specific and evaluate each definition on its global inclusivity.
4. How do these definitions line up with your own diversity awareness or definition? Describe how your life experiences—including your country of origin, culture, gender, race, and other factors—inform your diversity awareness. Provide specific examples of diversity-related situations you have encountered. Evaluate the categories of diversity with which you are most familiar, and those with which you have the least experience.

Paper Requirements:

Your paper should be 4-6 pages in length, not including the required title and references pages, and it must conform to the CSU-Global Guide to Writing and APA. Include at least two non-course related references.

Review the grading rubric for this assignment to understand exactly how you will be graded. Contact your instructor if you have questions about the assignment.

Option #2: Your Place in a Diverse Workforce

Workforce diversity is multidimensional; it includes internal dimensions such as age, race, ethnicity, gender, sexual orientation, and physical ability, and external dimensions such as education, income, religion, geographic location, and other factors. The definition and scope of diversity vary across industries, types and sizes of enterprises, and countries. As a leader, it is incumbent upon you to support and promote diversity in your organization.

Instructions:

Read the following article on the correlation between diversity and a firm's ability to innovate:

Hewlett, S., Marshall, M., & Sherbin, L. (2013). How diversity can drive innovation. *Harvard Business Review*, 91(12), 30.

For this assignment, you will create a slide presentation. Assume you have been asked to evaluate the diversity policies of your organization. Base your presentation on a company you work for now, one you

have worked for in the past, or one you would like to work for in the future. Create a presentation on diversity that you, as a leader, would present to your boss and to other leaders.

Using your perspective as a leader, address the following questions/topics in your presentation:

1. Describe the diversity policy of the organization. Which areas of its diversity policy are strong, and which could use some improvement?
2. How does diversity influence innovation in this workplace, or how could it influence innovation?
3. How does the diversity policy compare to that of a close competitor(s), and what are the ramifications of this?
4. Describe three specific action items or steps that the organization could take to improve diversity in the workplace. Include at least three challenges that leaders may encounter with a diverse workforce and at least three benefits.

Presentation Requirements:

Your presentation should comprise 8-10 slides, not including the required title and references slides. You may use PowerPoint or an Internet-based presentation tool, such as Prezi or Slide Rocket. Be sure to include the URL of your presentation when using Internet-based tools. Paste the URL into a Word document and upload it with your presentation.

Your presentation must be formatted according to the CSU-Global Guide to Writing and APA. You can find additional helpful guides on making presentations in the CSU-Global Library.

Review the grading rubric for this assignment to understand exactly how you will be graded. Contact your instructor if you have questions about the assignment.

Module 2

Readings

- Chapter 2 in Opportunities and Challenges of Workplace Diversity
- Guerin, L., & Barreiro, S. (2017). CHAPTER 3: Discrimination. *Manager's Legal Handbook*, 121-164.
- Hammond, G., & Kleiner, K. (2013). Understanding and preventing harassment and discrimination at work. *Feature Edition*, 2013(3), 41-49.

Discussion (25 points)

Critical Thinking: (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: U.S. Diversity Law and Organizational Compliance

In the United States, companies of all sizes, especially those with more than 15 employees, must adhere to nondiscrimination practices. Even if the company is so small that some of Title VII doesn't apply, it is incumbent upon the leader to be familiar with federal antidiscrimination laws, including those relevant to gender, race and ethnicity, religion, sexual orientation, age, and disabilities.

Instructions:

Choose one of these discrimination cases to research and evaluate:

- Calibuso et al. v. Bank of America Corp. et al. (2013)
- EEOC v. Alliant Techsystems (1998)

In a well-written paper, address the following topics/questions about the case you chose:

1. Describe the nature of the case, including the parties involved, and provide a summary of the facts in the case.
2. Identify which antidiscrimination laws were violated in the case, such as Title VII of the Civil Rights Act, ADEA, EPA, IRCA, ADA, or GINA.
3. Evaluate the seriousness and scope of the discrimination.
 - What could have been done to prevent the discriminatory practices in the first place? Provide specific action steps you would recommend.
4. Explain the relevant laws in light of their historical context and why they were enacted. How do these laws protect the offended workers in this case?

Paper Requirements:

- Your paper should include an introduction and a conclusion, and should be 3-4 pages long, not including the required title and references pages.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find these sources.
- Follow the CSU-Global Guide to Writing and APA.

Review the grading rubric. Reach out to your instructor if you have questions about the assignment.

Option #2: Discrimination in the Workplace

Instructions:

In a well-written paper, describe an ethical issue you've encountered in the business world that falls within the realm of discrimination and the laws governing discrimination. For example, an employee could write about his or her experience being fired, or penalized, due to religious preference or sexual orientation. One might also write about other experiences in his/her organization.

Note: If you have not confronted such an issue personally or professionally, you may choose to base your paper on a discrimination event that occurred anywhere in the world.

Address the following in your paper:

- Identify and clearly define the discriminatory situation.
- Identify any relevant laws and their provisions as they relate to your specific ethical issue.
- Apply facts from your situation to the applicable laws.
- Identify any related ethical issues.
- Incorporate two scholarly references that are not required readings for this module. The CSU-Global Library is a good place to find your sources.

Paper Requirements:

- Your paper should include an introduction and a conclusion, and be 3-4 pages in length, not including the required title and references pages.

- Follow the CSU-Global Guide to Writing and APA.

Review the grading rubric. Reach out to your instructor if you have questions about the assignment.

Portfolio Milestone (25 points)

This week, you will turn in a one-page paper describing the topic and plan for your Portfolio Project. Include the following information:

- The working title of the project
- The scope of your research
- How you might, or intend to, apply the knowledge gained from this project. That is, how will your findings be useful to you as a leader in your current or a future organization?

Review the entire Portfolio Project description on the Module 8 and the associated grading rubric.

Module 3

Readings

- Chapter 6 in Opportunities and Challenges of Workplace Diversity
- Richard, O. C., Roh, H., & Pieper, J. R. (2013). The link between diversity and equality management practice bundles and racial diversity in the managerial ranks: Does firm size matter? *Human Resource Management, 52*(2), 215-242.
- Singh, B., & Selvarajan, T. T. (2013). Is it spillover or compensation? Effects of community and organizational diversity climates on race differentiated employee intent to stay. *Journal of Business Ethics, 115*(2), 259-269.

Discussion (25 points)

Critical Thinking: (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Racial, Ethnic, and Cultural Prejudice in the Workplace

Race, ethnicity, and cultural background are identifiers of individuals. In any society, how we see ourselves and how others treat us depend on many factors. Most people have confronted prejudice based on these identifiers, by either personally experiencing discrimination or knowing someone who has. Beyond ensuring an organization's compliance with the country's anti-discrimination laws, it is incumbent upon leaders to support diversity in the workplace and to be culturally competent.

Instructions:

Write a paper in which you relate an experience with prejudice in the workplace. If you do not have such experience directly, you may base your paper on someone you know who has experienced discrimination, or on an actual case that occurred somewhere in the world. Address the following in your paper:

1. Summarize the situation you are writing about; provide background information, such as how it happened, to whom it happened (you do not need to identify people by name), when it

- happened and where. Your goal is to demonstrate to the instructor your ability to assess how racial, ethnic, and/or cultural prejudices are expressed in the workplace.
2. Explain the implications of the situation to the organization in terms of its stakeholders, its reputation, and its legal responsibilities. What laws, if any, were broken?
 3. Identify any negative effects of the discrimination issue on the morale and functioning of coworkers and employees.
 4. Describe three action steps that you, as a leader, would have taken to avoid the situation in the first place, as well as three actions steps you would have taken to handle the situation after it happened. Describe how you would have addressed “cultural competence” in both instances.

Paper Requirements:

- Using the CSU-Global library as a source, provide two scholarly references. You may use the readings in the module.
- Your well-written paper must be 3-4 pages in length and follow the CSU-Global Guide to Writing and APA.

Review the grading rubric and be sure to reach out to your instructor if you have questions about the assignment.

Option #2: Title VII and Race, Ethnicity, and Cultural Competence

Discrimination, in all its guises, undermines employee loyalty, lowers or destroys morale, and diminishes productivity and quality of work. For both ethical and business reasons, it is incumbent upon you, as a leader, to prevent and remedy discrimination in the workplace.

In this assignment, you will develop a persuasive slide or video presentation to educate fellow leaders on the need for cultural competency in an organization. (This can be a company for which you currently work or have worked for in the past, or another company that you researched that has 15 or more employees.)

Instructions

Address the following in your presentation:

1. Appraise the level of racial, ethnic, and cultural diversity in the organization, particularly in relation to Title VII of the Civil Rights Act of 1964 and the forms of discrimination it expressly prohibits.
2. Describe a federal court case in which the Equal Employment Opportunity Commission (EEOC) sued a for-profit corporation for violating one form of discrimination covered under Title VII, which could also apply to your organization. Show why your organization could be culpable of legal action with regard to discrimination.
3. Analyze a competitor of your organization with regard to its success in managing and promoting a diverse workforce according to Title VII. Compare and contrast the two organizations based on policies that (1) ignore or mishandle discrimination, and (2) prevent and remedy discrimination.
4. Make suggestions for how your organization should move forward in educating employees about diversity and inclusion, and in implementing new policies.

Presentation Requirements:

- Your presentation should include 10-12 slides, or be a 2-3 minute video. Follow the CSU-Global Guide to Writing and APA.
- In a separate, one-page paper, be sure to include citations for all facts presented. You will need to upload this separately. If you choose to create slides, you may use PowerPoint or a web-based presentation tool, such as Prezi. Be sure to include the URL of your presentation when using Internet-based tools. Paste the URL into a Word document and upload it with your presentation.

Review the grading rubric. Reach out to your instructor if you have questions about the assignment.

Module 4

Readings

- Chapter 6 in Opportunities and Challenges of Workplace Diversity
- Richard, O. C., Roh, H., & Pieper, J. R. (2013). The link between diversity and equality management practice bundles and racial diversity in the managerial ranks: Does firm size matter? *Human Resource Management, 52*(2), 215-242.
- Singh, B., & Selvarajan, T. T. (2013). Is it spillover or compensation? Effects of community and organizational diversity climates on race differentiated employee intent to stay. *Journal of Business Ethics, 115*(2), 259-269.

Discussion (25 points)

Critical Thinking: (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Women Executives and the C-Suite

In recent years, women have broken through the “glass ceiling” by achieving senior executive (i.e., CEO, CFO, and COO) status in Fortune 500 companies—including General Motors, IBM, Oracle, Yahoo, and Facebook—to name a few. Yet, in 2012, only 17% of Fortune 500 companies’ board directors were women. In addition, a number of high-profile lawsuits were settled in 2013, including Calibuso v. Bank of America Corp. (BAC), in which the bank agreed to pay \$39 million to settle claims that it discriminated against women in its investment advice division. The suit alleged that the most lucrative clients were pushed to men, undermining women’s compensation and professional opportunities.

Instructions:

For this assignment, read the following article about women in executive leadership positions and incorporate the piece as an in-text citation in your paper:

- Kranc, J. (2014). Diversity's bottom line. *Financial Executive, 30*(1), 34-39.

Select two organizations based in the same country that have made the news for their policies regarding women in executive positions, one for the better and one for the worse. Compare and contrast the organizations based on the following:

1. For each organization, describe the situation that led to the news coverage. What led to the situation? Was there a satisfactory conclusion, or is the case ongoing? Describe the outcome or the current situation, and the players involved.
2. Describe any laws that were violated or may have been violated.
3. Assess the impact of the gender diversity, or lack thereof, in each organization. Consider profitability, reputation, growth, and competitiveness, for example, but don't be limited by this list.
 - a. Provide two scholarly references in addition to the Kranc piece in support of your assessment. The CSU-Global Library is a good place to find these resources.
4. Formulate three actions that a company with an already established gender diversity program can take to sustain or increase the number of qualified women at the executive and board levels.
5. Formulate three actions that the company performing poorly in gender diversity can take to increase the number of qualified women at the executive and board levels.

Paper Requirements:

- Your well-written paper should include an introduction and conclusion, and be 3-4 pages in length, not counting the required title and references pages.
- Note that you must include at least two scholarly references for this paper. Use in-text citations and include a references page. Incorporate, cite, and reference the Kranc piece above.
- Follow the CSU-Global Guide to Writing and APA.

Review the grading rubric, and reach out to your instructor if you have questions about the assignment.

Option #2: Ageism in the Global Workplace

For this assignment, you will research an age discrimination case brought against a corporation or public institution anywhere in the world, which was settled within the past few years. As an owner, executive, or leader of an organization of any size, you will be involved in decisions and policies that promote sound leadership and healthy employee relationships at all levels of the corporation.

Instructions:

In a well-written paper, address the following:

1. Describe the corporation or public institution you have chosen to study. Include its main business or mission, location(s), size, total number of employees, sales, and S&P or Fortune 500 rating (if applicable).
2. Describe the situation leading to the lawsuit. Be sure to cite and reference all sources used.
3. What was the court verdict and penalty? Do you feel that it was appropriate? Why or why not? Support your opinion with research from at least two scholarly sources.
4. In your view, describe the negative impact of the court decision or media coverage on the company's stakeholders.
5. Going forward, what actions should the company's executives and leadership take to prevent age discrimination? Provide specific guidelines and support your recommendations with research, using at least two scholarly sources in addition to those used in #3 above. You may

also use research from trade organizations, your textbook, and government or non-profit agencies to support your case, but these do not count towards the scholarly source requirement.

6. If the company is a multinational, what adjustments should be made to be in compliance with international anti-discrimination regulations related to ageism?

Paper Requirements:

- Your well-written paper should include an introduction and conclusion, and be 3-4 pages in length, not counting the required title and references pages.
- Note that you must incorporate at least four scholarly sources, using in-text citations and a references page.
- Follow the CSU-Global Guide to Writing and APA.

Review the grading rubric and reach out to your instructor if you have questions about the assignment.

Module 5

Readings

- Chapter 6 in Opportunities and Challenges of Workplace Diversity
- Richard, O. C., Roh, H., & Pieper, J. R. (2013). The link between diversity and equality management practice bundles and racial diversity in the managerial ranks: Does firm size matter? *Human Resource Management, 52*(2), 215-242.
- Singh, B., & Selvarajan, T. T. (2013). Is it spillover or compensation? Effects of community and organizational diversity climates on race differentiated employee intent to stay. *Journal of Business Ethics, 115*(2), 259-269.

Discussion (25 points)

Critical Thinking: (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Setting Policy on Religious Holiday Leave in Compliance with U.S. Federal Law

Religion permeates society and daily life and, for many, it requires special considerations in the workplace. In organizations with a diverse workforce, employees may identify themselves as Christian, Jewish, Muslim, or members of other religions. Increased religious diversity in the workplace has led to a doubling in the number of religious discrimination claims over the past decade. Title VII of the Civil Rights Act of 1964 prohibits employers—in matters of hiring, firing, and other terms and conditions of employment—from discriminating against individuals because of their religion.

Instructions:

1) For this assignment, you are to take the role of a leader in an organization. This may be an organization with which you are affiliated (as an employee, student, or volunteer, for example); or, if you do not have an affiliation with an organization, you may select a well-known company operating in the United States. Describe the organization and familiarize yourself with it so that you can write your responses based on the organization's policies.

2) Prepare a policy brief that clearly defines how the organization will accommodate requests for religious holiday leave. Read this fact sheet from the EEOC in preparation for your assignment: EEOC (2010) Facts about religious discrimination.

3) Include the following in your policy brief:

- Describe “religion” as defined by the EEOC and Title VII.
- Describe the legal requirement to accommodate requests for religious holidays, and give examples of these types of requests.
- Explain the obligations on the part of the employer and employee regarding notification of religious leave.
- Explain how the policy will be communicated to all employees.
- Articulate the specific policy language you wish to have approved by senior and executive leadership.
- Offer an explanation of how employees and leaders will communicate and resolve scheduling conflicts that may arise as a result of multiple requests for leave.
- Explain how you will communicate this policy to your employees.

Paper Requirements:

- Your well-written paper should be 3-4 pages in length, not including the required title and references pages.
- Follow the CSU-Global Guide to Writing and APA.
- Include two scholarly references (not assigned for this module) that support your policy statement. The CSU-Global Library is a good place to find these sources.

Review the grading rubric. Reach out to your instructor if you have questions about the assignment.

Option #2: Accommodating Religious Practices in the Global Workplace

Countries have different approaches to religious practices in the workplace. In the United States, for example, Title VII of the Civil Rights Act of 1964 expressly prohibits discrimination against applicants or employees based on their religion. Still, there might be exceptions that can favor the employer.

Instructions:

1. Research a recent (2015 or later) case where an individual claimed religious discrimination as a basis for being fired. It is preferable if you choose a case that occurred in the country in which you currently work or plan to work.
2. State the facts of the case.
3. Identify any relevant laws (these may be social, traditional, or legal) utilized by the court/authority in considering or determining the outcome of the case.
4. Define any applicable legal/social doctrines or customs, the provisions of the laws or customs, and elements of a specific course of action.

Then, address the following:

- Are there exceptions to the doctrines or customs named above that give employers an advantage in hiring and firing employees? Explain your answer.

- What is the responsibility of employees with regard to their religious behavior in the workplace?
- How might an employer avoid a religious discrimination lawsuit or issue? Provide three points on proactive religious policy in the workplace for the country you have chosen to study for your case.

Paper Requirements:

- Your well-written paper should be 3-4 pages in length, not counting the required title and references pages.
- Follow the CSU-Global Guide to Writing and APA.
- Include two scholarly references (not assigned for this module) that support your positions. The CSU-Global Library is a good place to find these sources.

Review the grading rubric. Reach out to your instructor if you have questions about the assignment.

Portfolio Milestone (XX points)

Assignment Description Here

Module 6

Readings

- Chapter 6 in Opportunities and Challenges of Workplace Diversity
- Richard, O. C., Roh, H., & Pieper, J. R. (2013). The link between diversity and equality management practice bundles and racial diversity in the managerial ranks: Does firm size matter? *Human Resource Management, 52*(2), 215-242.
- Singh, B., & Selvarajan, T. T. (2013). Is it spillover or compensation? Effects of community and organizational diversity climates on race differentiated employee intent to stay. *Journal of Business Ethics, 115*(2), 259-269.

Discussion (25 points)

Module 7

Readings

- Chapter 6 in Opportunities and Challenges of Workplace Diversity
- Richard, O. C., Roh, H., & Pieper, J. R. (2013). The link between diversity and equality management practice bundles and racial diversity in the managerial ranks: Does firm size matter? *Human Resource Management, 52*(2), 215-242.
- Singh, B., & Selvarajan, T. T. (2013). Is it spillover or compensation? Effects of community and organizational diversity climates on race differentiated employee intent to stay. *Journal of Business Ethics, 115*(2), 259-269.

Discussion (25 points)

Critical Thinking: (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Populism, Religion, and Diversity

The election of Donald Trump as President of the United States will bring populist policies that will, in turn, influence human resources leadership and diversity and inclusion practices in U.S. businesses. These policies will likely impact issues such as immigration and the ability to hire skilled workers, the rights of the religious to deny service to others, and more.

Instructions:

In a well-written paper, discuss the topic of the rights of the religious to deny service to others. Address the following in your paper:

- 1) Describe the current situation. What is/are the policy or policies now generally followed?
- 2) Explain how potential policy changes may affect the issue.
- 3) Given the potential policy changes, provide recommendations to a business's senior leaders about how the organization should respond to these changes to protect both the interests of the business and the rights of incumbent and new workers.

Paper Requirements:

- Your paper should be 4-6 pages in length, not including the required title and references pages.
- Include at least two non-course related references. Be sure your paper is formatted according to the CSU-Global Guide to Writing and APA.

Review the grading rubric for this assignment to understand exactly how you will be graded. Contact your instructor if you have questions about the assignment.

Option #2: Populism, Immigration, and Diversity

The election of Donald Trump as President of the United States will bring populist policies that will, in turn, influence human resources leadership and diversity and inclusion practices in U.S. businesses. These policies will likely impact issues such as immigration and the ability to hire skilled workers, the rights of the religious to deny service to others, and more.

Instructions:

In a well-written paper, discuss the topic of immigration and the ability to hire skilled workers. Address the following in your paper:

- 1) Describe the current situation. What is/are the policy or policies now generally followed?
- 2) Explain how potential policy changes may affect the issue.
- 3) Given the potential policy changes, provide recommendations to a business's senior leaders about how the organization should respond to these changes to protect both the interests of the business and the rights of incumbent and new workers.

Paper Requirements:

- Your paper should be 4-6 pages in length, not including the required title and references pages.
- Include at least two non-course related references. Be sure your paper is formatted according to the CSU-Global Guide to Writing and APA.

Review the grading rubric for this assignment to understand exactly how you will be graded. Contact your instructor if you have questions about the assignment.

Module 8

Readings

- Chapter 6 in Opportunities and Challenges of Workplace Diversity
- Richard, O. C., Roh, H., & Pieper, J. R. (2013). The link between diversity and equality management practice bundles and racial diversity in the managerial ranks: Does firm size matter? *Human Resource Management*, 52(2), 215-242.
- Singh, B., & Selvarajan, T. T. (2013). Is it spillover or compensation? Effects of community and organizational diversity climates on race differentiated employee intent to stay. *Journal of Business Ethics*, 115(2), 259-269.

Discussion (25 points)

Portfolio Project (325 points)

Option #1: Organizational Diversity

For this Portfolio Project assignment, you will research a company or organization of your choosing with regard to its organizational diversity. You may examine an organization with a poor track record on diversity, or one that has excelled in this area—the choice is yours. For your research, you will need to examine a combination of sources, such as newspapers, social media, scholarly literature, trade organizations or trade press, government documents, company websites, and legal briefs.

Preliminary Deliverable: In Week 2, you will submit your Portfolio Project topic. For that “preliminary deliverable,” you will turn in a one-page paper describing the topic and your plan for the project. Include the following information for this deliverable:

- Working title
- The scope of your research
- How you intend to apply the knowledge gained from this project; for example, how your findings will be useful to you as a leader in your current or a future organization

Instructions for Final Portfolio Project:

With your topic in hand, you will now write a paper that address each of the following items, as they relate specifically to your company. Note that each item in the list is equal in value. Each answer must be reflective of your careful analysis of your sources. This means that your answers must be backed up by specific references to your sources.

1. Provide a background and organizational framework for the chosen company, including: relevant historical information, industry information, sales figures, mission, product(s), location(s), and customer or audience base.

2. Discuss the following types of diversity and the role each plays in the culture of the organization. Support your answers with your research:
 - Gender
 - Age
 - Race/ethnicity
 - Religion
 - Sexual orientation
 - Disabilities
3. Provide a detailed explanation of how the organizations' top leadership has shown commitment, or a lack of commitment, to diversity. Again, support your answers with your research.
4. Provide a detailed explanation of this organization's reputation among the public, the industry, and its stakeholders with regard to diversity initiatives. Support your answers.
5. Discuss the policies, procedures, and practices that the organization has in place with regard to all forms of diversity in the workplace. This should also include any outcomes or results of not following the policies and procedures, as well as the laws that may be particularly pertinent to the organization. Support your answers.
6. Analyze how this company could improve on its current diversity strategy to better its overall corporate performance. Support your answers.

Additional Assignment Requirements:

- Your paper must be 10-12 pages in length, not including the required title and references pages. Be sure your paper has an appropriate introduction and conclusion.
- Include at least six references. The CSU-Global Library is a good place to find these sources.
- Your paper must be formatted according to the CSU-Global Guide to Writing and APA. This includes in-text citations and a references page.

Review the grading rubric and reach out to your instructor if you have questions about the assignment.

Option #2: Organizational Diversity

Create a proposal for how an actual organization that must come into compliance with Title VII of the Civil Rights Act of 1964 might do so. Select a company that has been involved in a legal suit within the past three years. For your research, you will need to examine a combination of sources, such as newspapers, social media, scholarly literature, trade organizations or trade press, government documents, company websites, and legal briefs.

Preliminary Deliverable: In Week 2, you will submit your Portfolio Project topic. For that "preliminary deliverable," you will turn in a one-page paper describing the topic and your plan for the Project. Include the following information:

- Working title
- The scope of your research
- How you intend to apply the knowledge gained from this project; for example, how your findings will be useful to you as a leader in your current or a future organization

Instructions for Final Portfolio Project:

With your topic in hand, write a paper that addresses each of the following items as they relate to your chosen company. Note that each item in the list is equal in value. Each answer must be reflective of your careful analysis of your sources. This means your answers must be backed up by specific references to your sources.

1. Provide a background and organizational framework for the chosen company, including: relevant historical information, industry information, sales figures, mission, product(s), location(s), and customer or audience base.
2. Assess the organization with regard to diversity and state its diversity issues.
3. Construct a situational analysis of the company's Title VII compliance issues.
4. Devise a SWOT analysis of the company relative to its diversity challenges.
5. Provide a detailed explanation of how the organization's top leadership has shown commitment, or a lack of commitment, to diversity.
6. Assess the company's vulnerability relative to Title VII and the specific regulation(s) that it is in danger of violating.
7. Develop specific action steps that the company should take to remedy its Title VII violations.

Additional Assignment Requirements:

- Your paper must be 10-12 pages in length, not including the required title and references pages. Be sure your paper has an appropriate introduction and conclusion.
- Include at least six references. The CSU-Global Library is a good place to find these sources.
- Your paper must be formatted according to the CSU-Global Guide to Writing and APA. This includes in-text citations and a references page.

Review the grading rubric and reach out to your instructor if you have questions about the assignment.

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6

B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

35% Final Portfolio Project

COURSE POLICIES

Course Grading

20% Discussion Participation

45% Critical Thinking Assignments

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.