

# BSA 358 ON: Leading Diverse Organizations

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**Your Instructor:** Dr. Jennifer Stanigar

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**Talk/Text:** (919) 909-3155

**Course Dates:** March 12 – April 28, 2018

**Credit Hours:** 3

**Prerequisite:** BSA-240

**Course Delivery:** Online via Moodle

**Course Website:** 2018SP Leading Diverse Organizations (BSA-358-ON) [lms.peace.edu](https://lms.peace.edu)

**Office Hours:** by appointment – phone or virtually Zoom <https://zoom.us/j/8542604607>

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## Course Description

This course is designed to give you a better sense of how to work effectively in diverse contexts. Through the course, you will be introduced to issues of social justice, concepts of surface-level and deep-level diversity, and learn about diversity initiatives and programs within organizations. Finally, you will explore how leaders work together across cultures. This course incorporates a service-learning project component, so you will have the opportunity to explore leadership and diversity in the context of a local organization.

## Course Goals and Learning Objectives

Upon completion of this course, students will be able to:

- analyze concepts related to leadership, diversity, and organizational change,
- assess best practices for working within diverse business contexts,
- interpret key issues related to leading in diverse contexts,
- analyze systems and approaches for leading across differences, and
- evaluate leadership in action within a diverse context.

## Course Materials

### Required Texts:

Adams, M. (Ed.) (2013). *Readings for diversity and social justice* (3rd ed.). New York, NY: Routledge. [ISBN-13: 978-0415892940]

Hickman, G. R. (Ed.). (2016). *Leading organizations: Perspectives for a new era* (3rd ed.). Thousand Oaks, CA: Sage Publications. [ISBN-13: 978-1483346694]

Additional required readings: Throughout the course, additional articles, book chapters, and websites will be assigned in the associated weekly modules in Moodle.

## Online Courses

All online courses in the School of Professional Studies (SPS) are delivered fully through the Moodle learning management system (LMS). You can complete this course without ever visiting campus. All course readings, activities, and assignments are organized in a weekly format in Moodle. You should expect to spend on average 10-15 hours per week on an individual 3-credit course. You should expect to log into the course daily, or at least 4-5 times per week. *If you need technology help, please contact the Help Desk at [helpdesk@peace.edu](mailto:helpdesk@peace.edu) or call 919-508-2417.*

## Use of Technology

This course uses online learning strategies that help you to engage and apply the material you are learning. Since technology is our vehicle for learning, in addition to Moodle, we use a variety of web-based tools throughout the course, including:

- Google Apps - Docs, Slides, Forms, Hangouts
- FlipGrid – Video discussion platform
- Web-based applications - YouTube, Google Hangouts, Zoom, Prezi
- Smartphone – To access Moodle course, participate in Zoom, create FlipGrid

It is strongly recommended that you make use of an integrated headset with microphone and webcam to participate in Zoom and live streaming sessions, or your mobile phone.

## Assignments and Grading

In an accelerated online course, timely feedback is vital to student learning. For this reason, my goal is to return your graded assignments **no later than 5 days after the due date**, unless there are extenuating circumstances noted in an Announcement. If you submit your assignment early, you will receive your feedback more quickly, however no feedback will be returned until after the due date. I provide scoring rubrics for all graded assignments that will identify the criterion and levels of performance to achieve the maximum number of points. Please use these rubrics as you plan and prepare assignments.

Guidelines for Assignments: All written assignments must be submitted electronically using MS Word (.doc or .docx format) unless specified otherwise. You must have your name clearly indicated on a cover page and in the file name. Unless otherwise noted, papers should be typed, double-spaced in 12-point font with 1" margins, with all sources cited in APA format. Proofread papers carefully for spelling and grammatical errors. Please see the APA resources located in the Course Orientation Book.

For all assignments, I prefer you to use a file naming convention that includes your first and last name, course number, and title of assignment, as in FirstLastName-BSA358-Title of Assignment. For example, I'd use **JenniferStanigar-BSA358-DiversityAnalysis**.

## Grade scale for all graded assignments (out of 100 possible points):

- A: 90-100
- B: 80-89
- C: 70-79
- D: 60-69
- F: 0-59

Assessment Type	Percent
Weekly Participation	25%
Organizational Diversity Analysis	15%
Service-Learning Project	30%
Midterm Exam	15%
Final Exam	15%
<b>Total Possible</b>	<b>100%</b>

### Course Elements

Weekly Participation: Your weekly participation grade includes timely completion of all weekly activities listed on the course website and regular participation in the Forums. Your discussion postings should be substantive - that is, meaningful and with substance. For each forum, you are required to make one (1) original post of 200 words and at least two (2) replies to your classmates' posts with a well-thought out response. This is the minimum requirement to earn participation points, however you are encouraged to post as much as you would like. In your replies, please do not simply agree with what someone has said, as this does not generate or add anything new to the discussion. Instead, try to add a few sentences about how someone's post made you think differently, or sparked new ideas or memories of learning.

\*Discussions related to social justice, diversity and inclusion may address topics that may spark controversy, disagreement, or discomfort, and challenge us to move out of our comfort zones. The learning that happens in this course will be heightened by your willingness to share your perspectives and experiences, and to honor and respect those of others, even while having difficult conversations. Above all, I expect you to interact in a respectful, courteous, and thoughtful manner with your classmates and me.

Organizational Diversity Analysis: You will write a 700-word minimum report on the diversity climate that exists either (1) within your organization, or (2) in an organizational setting of your choice. You will explore questions including: What is the organization doing in the area of diversity and inclusion? What is missing? What aspects do you like? What are the barriers? Is there organization-wide diversity learning? What intersecting networks

exist within the workplace? What can we add to make it better? What recommendations do you have? See full assignment details in the Course Orientation book on the website.

Service Learning Project: During this course, you will work either individually, or in small groups (max 3 people), to complete a service-learning project. Each student is required to document 10 hours of time working directly with the citizens served and verified by a sponsor or supervisor. This project will feature online reflection journals that are shared with the instructor for feedback and progress reviews. Full details of this project are available in the Course Orientation book on the website.

Midterm and Final Exams: The Midterm and Final Exam are each 15% of your course grade. The Midterm will cover the required reading for weeks 1, 2, and 3 and will occur during week 4, and the Final will occur during the final-exam period. Late exams will not be given. There are several options for proctoring for online students. Please be familiar with the proctoring policy found in the Course Orientation book in the course website.

### **Attendance Policy**

William Peace University students are expected to attend all classes for which they are registered, as regular attendance and participation are an essential part of a student's educational program. In online learning, attendance is not taken as in the classroom, and instead is measured by regular class participation. (see next section). To succeed in online learning, each student assumes the responsibility to "attend" the course regularly.

I strongly suggest that you log into the course every day, or at least 4-5 days per week, to participate in discussions and submit assignments by the due dates found in the Course Calendar. In Week 7, I will ask **you to assess your level of participation** using a Self-Assessment that will help me to determine your final participation grade.

### **Class Participation**

This class is designed to foster discussion and interaction between you and me and your classmates. You are expected to complete all readings and activities and come to our "classroom" prepared to discuss the questions posed by that week's Discussion Leader(s).

Our weekly schedule **begins on Monday and ends on Sunday night at 11:55pm each week**. I recommend that you print a copy of the Course Calendar to keep up with what deliverables are due each week. I highly recommend that you **complete your readings early** and post your original 200 word discussion **by Wednesday** so that you have a few days to reply to at least two classmates' posts, and as a courtesy to acknowledge those who have commented on your post. Do not wait until Sunday to post and reply, as late participation will result in 50% or less of the point value for that week.

## Late Assignments

Late assignments will not be accepted for full point value. Students with serious, mitigating circumstances that prevent them from completing assignments on time should contact the instructor as soon as possible - **prior to the assignment deadline**. Students who find themselves in this situation should be prepared to provide documentation/verification of the circumstances that prevent them from submitting work on time. In these cases, a contract will be established outlining the conditions for an extension.

## Missed Work / Late Work Policy

Upload your assignments to the Assignment links located in Moodle. Assignments are **considered late if they are not turned in by 11:55pm on the day they are due**. For each day that the assignment is late, there will be a 20% reduction in your grade (i.e. one day late = 20% reduction; two days late = 40% reduction; and three days late = 60% reduction). Assignments received after the fourth day of the original due date will receive a grade of zero for that particular assignment. *\*Assignments will not be accepted after the last day of class. There are no exceptions.\**

## Incompletes

An Incomplete is appropriate for a student that has been making steady, successful progress in a course and has an unexpected, verifiable mitigating circumstance at the end of the semester, which precludes them from completing the last assignment or exam. Poor time management is not an appropriate reason to request an Incomplete. All incomplete grade requests must be approved first by the Instructor, and then by the Director of Online Programs. If the Incomplete is approved, the student will have up to six additional weeks to complete the work, as determined by the Instructor. If the student does not complete the final work, the Instructor will assign the appropriate letter grade for work completed or the grade will revert to an "F."

## Email/Communication Policy

The two primary communication tools used in the course are the **course website** and your William Peace University **email account**. If you have questions about navigating the course content or assignments, please post them in the **Questions and Help** forum in Moodle. If you know the answer to a question posed by a classmate, please feel free to jump in and help– this is a learning community after all!

My preferred method of communication is email - [jjstanigar@peace.edu](mailto:jjstanigar@peace.edu). I will usually respond to your email within a few hours, however it could be between 24-48 hours. If you have a quick question, on a limited basis, you may text me at (919) 909-3155. I expect that you will answer my email within a reasonable time as well, within 24-48 hours.

## **Proctoring Policy for Online Courses**

All online courses at William Peace University require two (2) proctored exams or activities. Any student who fails BOTH proctored exams/activities will receive an automatic failing grade in the course, regardless of any other grades received. For more information on proctoring options, please see: [http://www.peace.edu/wp-content/uploads/Proctoring-Options-for-Online-Students\\_2016.pdf](http://www.peace.edu/wp-content/uploads/Proctoring-Options-for-Online-Students_2016.pdf).

## **Course Evaluations**

Around the middle of the course, I will send out a short midpoint evaluation to check in with you to assess how you are enjoying the course and get feedback about the level of work and any recommendations to improve it while there is still time! Also, in Week 7, you will receive an email from WPU to complete the course evaluation to provide feedback about this course. Please take time to provide your input – it matters! Thank you 😊

## **Academic Integrity**

William Peace University seeks to develop both the intellect and character of its students. All members of the University are expected to promote a culture of academic integrity, and all students are expected to inform themselves of the University's policies and procedures related to the Honor Code.

All forms of academic misconduct are violations of the University's Honor Code. These include, but are not limited to:

- Cheating: Using or attempting to use unauthorized materials, information, or study aids in academic work or in working with others on academic requirements (tests, assignments, etc.)
- Plagiarism: Representing the words or ideas of another as one's own in any academic work, whether intentional or not
- Falsification: Falsifying or inventing any information or citation in academic work
- Facilitating academic dishonesty: Helping or attempting to help another student to commit an act of academic dishonesty
- Lying: Misrepresenting information that is relevant to the classroom or academic performance

If a faculty member suspects academic misconduct has taken place, s/he will complete an Honor Code Violation Report and meet with the student to discuss. A student may accept or decline to accept responsibility. If a student accepts responsibility, s/he will be subject to the penalty determined by the faculty member. If a student declines to admit responsibility, the case will be turned over the Honor Board for adjudication. A complete summary of the Honor Code and Honor Board policy can be found in the 2017-2018 Academic Catalog.

## **Disability Services**

Disability Services are available to all WPU students who require reasonable accommodations due to any cognitive, physical, or psychological disability, in order to provide equal access to the educational environment. Students will need to be certified with the Disability Services Office and provide appropriate documentation to receive an Academic Accommodation Plan. For more information or to become certified, please contact a counselor in the Disability Services Office, which is located on the 1st Floor of Joyner House. You may reach Disability Services via email at [Disability@peace.edu](mailto:Disability@peace.edu).

## **Tutorial Services**

The Office of Tutorial Services is located on the 2nd floor of Finch Library, open Monday-Thursday from 9am-7pm, and Friday 9am-4pm. Tutoring is free of charge, and students are encouraged to make individual appointments in the sign-up binder located on the bookshelf next to the elevator. Tutoring is offered in most all subjects, including anthropology, biology, business, chemistry, criminal justice, history, math, political science, psychology, simulation and game design, and writing. Free workshops are also offered each semester, as well as free resources on studying, citation, grammar, and other academic topics. For more information, contact Margaret Herder-Hill, Coordinator of Tutorial Services at (919) 508-2080 or [maherder-hill@peace.edu](mailto:maherder-hill@peace.edu).

## Course Calendar – BSA 358 ON –March 12 - April 28, 2018

*This calendar is subject to change. Updates will be available on Moodle.*

Week/ Dates	Topics	Required Reading	Weekly Activities and Assignments
Week 1 March 12-18	Introduction to Leading Diverse Organizations What is Service Learning?	<ul style="list-style-type: none"> <li>Hickman (2016) Chapters 1 &amp; 2</li> <li>Universal Declaration of Human Rights</li> </ul>	<input type="checkbox"/> Post Introduction – FlipGrid <input type="checkbox"/> Complete Learner Questionnaire <input type="checkbox"/> Forum #1: Diversity Poem <input type="checkbox"/> Live on Zoom 3/12 @ 8pm
Week 2 March 19-25	New Era Organizations Social Justice Frameworks	<ul style="list-style-type: none"> <li>Hickman (2016) Chapters 3, 17</li> <li>Adams (2013) Chapters 1, 2, 4</li> <li>See Moodle Week 2</li> </ul>	<input type="checkbox"/> Forum #2 <input type="checkbox"/> Service Learning Project Agreement due 3/25
Week 3 March 26- April 1 <i>Good Friday 3/30</i>	Leadership for Diverse Organizations Social Justice Topics – Part I	<ul style="list-style-type: none"> <li>Hickman (2016) Chapters 20, 21, 22</li> <li>Adams (2013) Chapters 8, 13, 95, 117</li> <li>See Moodle Week 3</li> </ul>	<input type="checkbox"/> Forum #3 <input type="checkbox"/> Live on Zoom 3/26 @ 8pm for Midterm Review <input type="checkbox"/> Assignment #1: Organizational Diversity Analysis due 3/30
Week 4 April 2-8	Ethics in Organizations Social Justice Topics – Part II	<ul style="list-style-type: none"> <li>Hickman (2016) Chapters 25</li> <li>Adams (2013) Chapters 66, 77, 84</li> </ul>	<input type="checkbox"/> Forum #4 <input type="checkbox"/> Midterm Exam – Weeks 1-3
Week 5 April 9-15 <i>Showcase 4/10</i>	Organizational Change Social Justice Topics – Part III	<ul style="list-style-type: none"> <li>Hickman (2016) Chapters 33, 34</li> <li>Adams (2013) Chapters 25, 35, 41, 44</li> </ul>	<input type="checkbox"/> Forum #5 <input type="checkbox"/> SLP Progress Report #1 <input type="checkbox"/> Live on Zoom 4/9 @ 8pm
Week 6 April 16-22	Capacity Building Leadership for Social Justice	<ul style="list-style-type: none"> <li>Hickman (2016) Chapters 37</li> <li>See Moodle for updated readings</li> </ul>	<input type="checkbox"/> Forum #6 <input type="checkbox"/> SLP Progress Report #2 <input type="checkbox"/> Live on Zoom 4/16 @ 8pm
Week 7 April 23-28	The Socially Responsible Organization	<ul style="list-style-type: none"> <li>Hickman (2016) Chapters 44</li> <li>See Moodle for updated readings</li> </ul>	<input type="checkbox"/> Forum #7 <input type="checkbox"/> Assignment #3: Service Learning Project due 4/27 <input type="checkbox"/> Final Exam <input type="checkbox"/> Self-Assessment due April 27