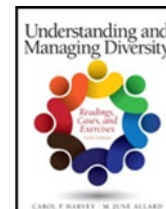

University of North Texas
College of Merchandising, Hospitality and Tourism Management
CMHT 4750.401 – MANAGING A DIVERSE WORKFORCE

Fall 2025

(Contents of Syllabus can be subjected to change)

<u>Course Instructor:</u>	Dr. Harold S. Lee
<u>Office:</u>	Chilton Hall 355C
<u>Office Hours:</u>	Monday or Tuesday or by appointment (Virtual or in-person)
<u>E-Mail:</u>	Canvas Message or harold.lee@unt.edu (Please use the email subject for CMHT 4750)
<u>Phone:</u>	940.369.6640
<u>Class Meetings:</u>	CMHT 4750 is 100% Online – All course interaction will occur through Canvas.
<u>Textbook (Required):</u>	Harvey, C. & Allard, M.J. (2015) Understanding and managing diversity: readings, cases, and exercises. <i>Sixth Edition</i> , Upper Saddle River: Pearson. <u>MAKE SURE YOU GET THIS EDITION OF THE TEXTBOOK!!</u>



Mission & Vision Statement:

The mission of the College of Merchandising, Hospitality and Tourism is to transform learning, research and engagement for a global experience economy. Our vision is to lead the paradigm shift in learning and research of digitally networked, sustainable and socially responsible products and services for empowered consumers in the global economy.

Course Description:

Workforce diversity provides strength in the current global business environment. This course investigates the concepts, policies, and practices facing professionals in the global workplace. Effective workplace interactions result when personnel hold a global perspective that incorporates an appreciation and understanding of human diversity. Personnel who perceive themselves as global employees are a critical element in business success. Managing a diverse workforce requires working effectively with people who vary by nationality, ethnicity, culture, religion, gender, language, age, abilities, and unique personal characteristics. This diverse workforce may be employed in one locale, region, or nation, or it may span several countries or the world. CMHT 4750 Managing a Diverse Workforce is a core course for students in the College of Merchandising, Hospitality and Tourism Management.

Hospitality, Event & Tourism Management (HETM)
Mission, Vision, and Program Learning Outcomes
(Only for HETM Students):

HETM Mission

We educate the next generation of hospitality, event and tourism leaders who strive for excellence and embrace our diversity in a caring, innovative, and empowering community.

HETM Vision

To be world class in advancing innovative education, creating collaborative knowledge, and transforming future hospitality, event and tourism leaders.

HETM & EDEM Program Learning Outcomes

PLO1: Identify and apply the knowledge and skills necessary for hospitality and tourism operations.

PLO2: Develop and integrate a core set of business skills necessary to successfully operate a hospitality and tourism organization.

PLO3: Demonstrate competence in the communication skills necessary for hospitality and tourism management.

PLO4: Formulate business decisions in hospitality and tourism management.

PLO5: Evaluate leadership principles necessary in the diverse and global hospitality and tourism industry.

Course Objectives:

The objectives of this course are to:

- Analyze global implications for human relations and workforce productivity (PLO3)
- Increase understanding of multicultural issues (PLO3)
- Analyze the differences in communication techniques, work styles, and positive methods of motivation between the different generations in the workplace (PLO5)
- Assess workplace diversity as it relates to working effectively with people who vary by nationality, ethnicity, culture, religion, gender, language, age, abilities, and unique personal characteristics (PLO3)
- Develop an understanding of privilege and its effect on the workplace (PLO3)
- Practice employee problem-solving skills that are appropriate in a diverse workforce (PLO3)
- Develop methods for recognizing and reducing prejudice and stereotyping (PLO3)

- Recognize gender/family issues such as dual careers, childcare, elder care, flexible schedules, time management, and stereotypes (PLO1)
- Develop an awareness of sexual harassment issues in the workplace and demonstrate managerial techniques for creating a work environment free from harassment (PLO3)
- Develop techniques for conflict resolution (PLO5)
- Create a corporate culture that values workforce diversity (PLO3)
- Recognize the importance of religion and culture in today's workplace (PLO3)

Course Procedures:

The biggest challenge for 100% online courses is to meet the deadline. Do Not wait until last minute and do your best to work ahead of time!

- **Syllabus:** This syllabus is **YOUR MAIN SOURCE** for due dates, teaching modules, textbook readings, and assignments. Any changes to the syllabus will be made through Canvas on the Homepage and/or in an announcement. Due dates can be found on course outline (page 7 ~ 10). Place alerts on your smart phone to remind you of due dates.
- **Policy on Written Work:**
 - Set your phones, computers/calendars to alert you of all due dates. There is no excuse for missing a due date with today's technology – so use it!
 - **Assignments and Discussions are due as assigned, and *something is due on Tuesday and Friday.***
 - Assignments must be thorough. Remember, this is a senior-level, core course and you will be graded on that basis.
 - All grading of work will be influenced by neatness, spelling, grammar, form, and your level of professionalism. These skills are very important in today's workforce.
- **Getting Started Quiz:** You must complete this quiz on Canvas before being allowed to proceed to the first learning module. It is worth 25 points.
- **Assignments:**
 - All assignments/discussion boards **MUST** be submitted through Canvas.
 - Turnitin will **ALWAYS** give you a receipt when you have successfully submitted an assignment. This receipt is the only acceptable proof that you submitted the assignment. Save your receipt - without it you will not be allowed to submit any late work. No exceptions!
 - All assignments/discussion boards are due by 11:59 pm on the designated due date.
 - All assignments and discussion boards are available from early in the semester to allow you to work ahead of time. Please take advantage of this opportunity.

- **NO submission is allowed unless the absence is officially approved by the UNT Dean of Students** (Student Union Suite 409; 940-565-2648; deanofstudents@unt.edu).

- In order to successfully complete this class with a passing grade (A, B, or C), please make every effort to complete work on time. All course assignments will be available ahead of time.

Discussion Boards – There will be five Discussion Boards. You will submit an initial post and then you will respond to Discussion Board (DB) postings by your classmates. You may pick any **two** classmates with whom to respond.

- Regular, timely participation in all Discussion Board sessions is required. Your instructor will know if you waited to post until the very last minute. The stronger your posts, the better your score will be.
 - Submit your initial post early, so that your classmates will have sufficient time to respond. **Your initial post must be at least 300 words and is due no later than 11:59 pm on the designated due date.**
 - A total of at least **two responses** to your classmates' posts are necessary for each DB. **Each response post must be at least 150 words. Two response posts are due by 11:59 pm on the designated due date.** Late posts will not be accepted. Late is late!
 - A maximum of six points will be deducted if you do not respond to your classmates' posts (Discussion Board)
 - Answers should demonstrate critical, thoughtful analysis and reflection, as well as professional writing skills. Remember, this is a senior-level core course and you will be graded on that basis.
 - The use of scholarly sources, as well as current newspapers and magazines containing diversity-related issues should be incorporated into your discussions and analysis.
 - Be creative in your posts. Ask questions, give personal examples, cite sources other than your textbook, and be insightful in your reflections.
 - Your instructor will determine your final DB score.
 - Remember, grammar and spelling will influence your grade, as you are a senior and these skills are very important.
- **Module Exams:** These end-of-module exams will cover all material presented in online readings, class activities, assignments, Discussion Boards, Power Point presentations, textbook reading assignments, websites, videos, online games, and other indicated sources. The exams are timed (90 minutes). You will not be allowed to revisit questions ("back-tracking"). Make sure you save each answer as it is completed. Check your syllabus for dates and times for the Module Exams and note them on your calendar – each opens on a Friday and closes on a Monday. Each exam allows for two attempts, with the highest score being recorded including the final exam.
 - **Final Exam:** The Final Exam will cover the last module of the course (Module 5). Check your syllabus for the final exam date and time. Please plan your schedule ahead of time, as the Final Exam will not be reopened for any reason. Place an alert on your phone now – **note that the Final Exam is the only one that opens on Saturday and closes on Wednesday!!!**
 - **Watch the movie: *Lee Daniels' The Butler* (2013)** - As soon as possible, watch this movie about racism and discrimination. Please do not wait until the last minute to view this film. It will take time to watch the movie and thoroughly complete the

assignment. To watch it, click the link below by **Chrome** and login with your EUID and password. Safari platform does not support it.

Butler's Movie Link:

<https://libproxy.library.unt.edu/login?url=https://digitalcampus.swankmp.net/unt302806/watch/B9F7860AAE6F5D9F?referrer=direct>

- **Course decorum:** It is important that you remain professional and polite in all communications with your instructor and classmates. Please do not send messages or emails to the entire class – this will bog down the system and delay the instructor's response. Rude or inappropriate messages or other contacts or commentary have no place in the professional environment, and may be forwarded to the Department Chair, appropriate Dean, and/or the Dean of Students.
- **Late work policy: NO Late Submission including assignment, exam, and discussion board is allowed** unless the absence is officially approved by the [UNT Dean of Students](#) (Student Union Suite 409; 940-565-2648; deanofstudents@unt.edu).

Class Participation:

Due to the interactive nature of this course, virtual participation and attendance is critical to the success of each student. Therefore, your virtual attendance will be regularly monitored throughout the semester through the Canvas Tracking System (Performance Dashboard). Active participation in online class discussions and activities are expected in order to demonstrate achievement of course objectives. Students are responsible for all information, announcements, changes in schedules, etc. which are covered in the course.

Netiquette:

All work, including messages, assignments, and Discussion Boards must abide by “netiquette” rules. Professional and appropriate language, grammar, spelling and syntax must be used in all communications. Be respectful to your classmates and instructor. **Do not use “texting-style” writing at ANYTIME (such as not capitalizing proper nouns).** Some of you may choose to do some of your work on a Smart Phone or iPad. The same stringent standards apply, so make sure you check and recheck your work before hitting the “Send” button.

ADA Statement:

If you have a disability for which you will require accommodation under the terms of the Americans with Disabilities Act or Section 504 of the Rehabilitation Act of 1973, please

- discuss your needs with the instructor during the virtual office hours, or
- present your request in a document as provided by UNT's Office of Disability

Accommodation (go to <https://disability.unt.edu/for> further information).

The College of Merchandising, Hospitality and Tourism Management cooperates with the Office of Disability Accommodation to make reasonable accommodation for qualified students with disabilities. If you have not registered with the ODA, we encourage you to do so. Please present your written Accommodation Request to the instructor on or before the 5th class day.

Academic Dishonesty – DO NOT BE A CHEATER!

Cheating, in any form, will result in an automatic grade of “F” for this course, the removal of the student from the course, and a full report sent to the Office of the Dean of Students. Copying tests or assignments as well as plagiarism of material from notes, books, Internet sources, and research articles is cheating, and will not be tolerated. Anyone practicing scholastic dishonesty will receive a grade of zero for the test/assignment and will be subject to University of North Texas disciplinary procedures.

Academic Dishonesty includes:

- The use of notes during an examination, looking at another student’s examination answers, copying online exam questions, working with another student to take an online quiz or exam, allowing another student to look at your own examination answers, or requesting or passing of information during an examination.
- Plagiarism in all forms (to take and use another person’s writings or ideas or inventions as one’s own), including the internet. *Turnitin* will be used for written assignments to identify use of plagiarism.
- Copying of projects, papers, or assignments.
- Using a project or assignment from a previous or current class toward fulfilling the requirements of this course.

Please do not cheat! This **zero-tolerance policy** is intended to protect the honest student from unfair competition with any unscrupulous individual who might attempt to gain an advantage through cheating. Students who become aware of suspicious activities on the part of others are asked to promptly notify the instructor so that immediate corrective action can be taken.

Concluding Remarks:

This document by no means addresses all details applicable to this course and will be modified via Canvas Announcements or a banner on the Homepage. If you have unanswered questions, please ask. The instructor reserves the right to revise the syllabus, class schedule, and list of course requirements when they will benefit from the achievement of course goals and objectives.

Course Calendar & Due Dates:

Coursework will be evaluated on the following criteria:
(Please note all times are Central Standard, or Central Daylight, as appropriate.)

Course Requirement	Due Date	Point Value	Points Earned
Getting Started Quiz	Due Tuesday, Sep. 2 by 11:59 PM	25	
Student Introductions	Due Tuesday, Sep. 2 by 11:59 PM	15	
Exam #1 (Covers Module 1)	Open from Friday, Sep. 5 at Noon until Monday, Sep. 8 at 11:59 PM	100	
Exam #2 (Covers Module 2)	Open from Friday, Sep. 26 at Noon until Monday, Sep. 29 at 11:59 PM	100	
Exam #3 (Covers Module 3)	Open from Friday, Oct. 10 at Noon until Monday, Oct. 13 at 11:59 PM	100	
Exam #4 (Covers Module 4)	Open from Friday, Oct. 31 at Noon until Monday, Nov. 3 at 11:59 PM	100	
Final Exam (Covers Module 5)	Open from Saturday, Dec. 6 at 12:00 AM until Wednesday, Dec. 10 at 11:59 PM The Final Exam will not be reopened. No exceptions will be made.	100	
5 Discussion Boards (20 points each)	As scheduled in Syllabus (See next page)	100	
5 Assignments (40 points each)	As scheduled in Syllabus (See next page)	200	
TOTAL POINTS		840	
Extra Credit		TBA	

Note change in days and times for FINAL EXAM!!!!

Final Course Grade:

A = 756-840

B = 755-672

C = 671-588

D = 587-504

F = Less than 504

Important! CMHT majors must earn a grade of C or above in each Merchandising, Hospitality, Event and Tourism Management (CMHT) course completed in residence, or transferred to UNT. All prerequisite courses must have an earned grade of C before progressing to the next level.

There is a great deal of reading in this course, so please keep up! In order to do well on the Module Exams, read each textbook chapters and take careful notes, do all chapter activities and answer chapter questions, review the Discussion Boards, and review any PowerPoint slides and videos which may be available.

Tentative Course Schedule

DATE	COURSE OBJECTIVES	TOPICS	ASSIGNMENTS
Aug. 18 – Sep. 2		GETTING STARTED QUIZ & INTRODUCTION	Getting Started Quiz Due: Aug. 29 Student Introductions Due: Aug. 29
MODULE 1 – UNDERSTANDING INDIVIDUAL PERSPECTIVES OF DIVERSITY			
Aug. 18 – Sep. 8	1, 2, 11	<ul style="list-style-type: none"> • Increasing Multicultural Understanding: Uncovering Stereotypes • Are You Privileged? • White Privilege and Male Privilege: A Personal Account of Coming to See Correspondences Through Work in Women's Studies • The Emotional Connection of Distinguishing Differences and Conflict • Exploring Diversity in Your Organization • The Pitney Bowes Case: A Legacy of Diversity Management • Integrative Questions for Section I 	Read pages 1-55 ASSIGNMENT #1: Differences and Conflict Due Friday, Aug. 29 DISCUSSION BOARD #1: Nacirema <ul style="list-style-type: none"> • Initial post Due Tuesday, Sep. 2 • Responses Due Friday, Sep. 5
Sep. 5 – Sep. 8		EXAM #1 (Covers Module 1)	Open from Friday, Sep. 5 at Noon until Monday, Sep. 8 at 11:59 PM
MODULE 2 – UNDERSTANDING THE PRIMARY DIMENSIONS OF DIVERSITY: RACE AND ETHNICITY			
Sep. 9 – Sep. 29	3, 5	<ul style="list-style-type: none"> • Introduction • Being an Only: A Field Assignment • Thriving in a Multicultural Classroom • Since We Elected An African American President Twice, Is Racism Still an Issue in America? • Immigration Patterns: The Transition Process • The Coca-Cola Company: Then and Now • Jane Elliott study – “The Eye of the Storm” (Video on Canvas) • Deborah Tannen – “He said, She Said” (Video on Canvas) 	Read pages 56-107 ASSIGNMENT #2: Jane Elliot’s “Eye of the Storm” video Due Friday, Sep. 19 DISCUSSION BOARD #2: Is Racism Still an Issue in America? <ul style="list-style-type: none"> • Initial post Due Monday, Sep. 22 • Responses Due Friday, Sep. 26
Sep. 26 – Sep. 29		EXAM #2 (Covers Module 2)	Open from Friday, Sep. 26 at Noon until Monday, Sep. 29 at 11:59 PM

DATE	COURSE OBJECTIVES	TOPICS	ASSIGNMENTS
MODULE 3 – UNDERSTANDING THE PRIMARY DIMENSIONS OF DIVERSITY: AGE, GENDER, SEXUAL ORIENTATION, AND PHYSICAL AND MENTAL CHALLENGES			
Sep. 30 – Oct. 13		<ul style="list-style-type: none"> • Introduction • How Old Should You Be to Drive a Bus?: Exploring Ageism • Generational Diversity in the Workplace • ADA Act • Exploring the Gender Gap: What are the Issues? • When Women Do Lead: Gender Bias 2013 Style • The Paradox of Male Privilege: Toward a Gender Democracy & Democratic Manhood • Sorting Through Lesbian, Gay, Bisexual, and Transgender Issues in the American Workplace • Is this Sexual Harassment? • Musical Chairs • Professor on Wheels: A Case of Disability and Diversity • The Cracker Barrel Restaurants • Cracker Barrel Old Country Stores: Postscript 	<p>Read pages 108-176</p> <p>ASSIGNMENT #3: Generational Differences Due Friday, Oct. 3</p> <p>DISCUSSION BOARD #3: Is this sexual harassment?</p> <ul style="list-style-type: none"> • Initial post Due Monday, Oct. 6 • Responses Due Friday, Oct. 10
Oct. 10– Oct. 13		EXAM #3 (Covers Module 3)	Open from Friday, Oct. 10 at Noon until Monday, Oct. 13 at 11:59 PM
MODULE 4 – MANAGING DIVERSITY IN TERMS OF THE ETHICAL, LEGAL, MEDIA AND MARKETING ISSUES			
Oct. 14 – Nov. 3	3, 4, 8	<ul style="list-style-type: none"> • Introduction • The Ethics of Workplace Diversity • Ethics and Diversity: Legal Application in the Workplace • How Canada Promotes Workplace Diversity • A Report in the Current Health of the Media • Exercises in the Media Diversity • New Business Opportunities: Changing Consumer Markets • Points of Law: The Bar Exam • Chick-fil-A and the Media • Watch the movie “The Butler” (2013) 	<p>Read pages 259-323</p> <p>ASSIGNMENT #4: “The Butler” movie Due Friday, Oct. 24</p> <p>DISCUSSION BOARD #4: Chick-fil-A and the Media.</p> <ul style="list-style-type: none"> • Initial post Due Monday, Oct. 27 • Responses Due Friday, Oct. 31

Oct. 31– Nov. 3		EXAM #4 (Covers Module 4)	Open from Friday, Oct. 31 at Noon until Friday, Nov. 3 at 11:59 PM
Nov. 4 – Nov. 10	*Makeup Week* (If you miss any of previous assignments, or discussions, please submit them via Canvas with the associated penalties; 50% deduction penalty will be applied)		
DATE	COURSE OBJECTIVES	TOPICS	ASSIGNMENTS
MODULE 5 – MANAGING ORGANIZATIONAL CHANGE AND DIVERSITY: CURRENT ISSUES			
Nov. 11 – Dec. 10 Thanksgiving Holidays (11/24-11/28)		<ul style="list-style-type: none"> • Introduction • What Do Organizations Do to Manage Diversity? Examining Corporate Leadership, Training, Mentoring, Employee Resource Groups, and Social Responsibility Programs • Work-Life Balance Issues: Changing When and How Work Gets Done • The Six Sigma Case: Promotion at the Western Company • Diversity and Inclusion Awards: A Critical Examination • One Workplace Bully is One Too Many: The Four Faces of Bullying • A Case of Harassment, Discrimination, or Bullying: You Decide.... • The Path to Inclusion: The Business Case for Diversity at Ocean Spray 	Read pages 324-389 ASSIGNMENT #5: Aging and the Workforce Due Friday, Nov. 21 DISCUSSION BOARD #5: Work-Life Balances Issues <ul style="list-style-type: none"> • Initial post Due Monday, Dec. 1 • Responses Due Friday, Dec. 5
Dec. 6 – Dec. 10		FINAL EXAM (Covers Module 5)	Final Exam open from Saturday, Dec. 6 at 12:00 AM until Wednesday, Dec. 10 at 11:59 PM <u>*No retakes or exceptions will be granted. Set an alert on your phone!</u>
Grades will not be curved. Please do not ask for special provisions, as they will not be granted.			