
University of North Texas
CMHT 4750 – MANAGING A DIVERSE WORKFORCE
SPRING 2018

(Tentative – To be revised as needed by the professor)

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<u>Office:</u>	Chilton Hall 308H (Located at Anthropology Dept.)
<u>Office Hours:</u>	Monday & Wednesday from 10:00 am to 11:30 am; Tuesday & Thursday from 9:30 am to 11:00 am; or By Appointment
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<u>E-Mail:</u>	harold.lee@unt.edu or Blackboard Message (Email contact is highly preferable than BB Message.)
<u>Class Meetings:</u>	CMHT 4750 is 100% Online – all course interaction will occur through Blackboard (Internet Interface)
<u>Textbook (Required):</u>	Harvey, C. & Allard, M.J. (2015) <i>4750. Sixth Edition, Upper Saddle River, NJ: Prentice Hall.</i> <u>MAKE SURE YOU GET THIS EDITION OF THE TEXTBOOK!!</u>

Mission Statement:

The merchandising and hospitality management programs represent high growth global industries with growing demands for highly skilled, technologically-oriented employees. The mission of the College of Merchandising, Hospitality and Tourism Management is to provide excellence in educational programs and research that result in national recognition as a leader in preparing professionals for careers in the fashion, hospitality, tourism, and home furnishings industries.

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.

Course Objectives:

The objectives of this course are to:

1. Analyze global implications for human relations and workforce productivity
2. Increase understanding of multicultural issues
3. Analyze the differences in communication techniques, work styles, and positive methods of motivation between the different generations in the workplace
4. 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
5. Develop an understanding of privilege and its effect on the workplace
6. Practice employee problem-solving skills that are appropriate in a diverse workforce

7. Develop methods for recognizing and reducing prejudice and stereotyping
8. Recognize gender/family issues such as dual careers, child care, elder care, flexible schedules, time management, and stereotypes
9. Develop an awareness of sexual harassment issues in the workplace and demonstrate managerial techniques for creating a work environment free from harassment
10. Develop techniques for conflict resolution
11. Create a corporate culture that values workforce diversity
12. Recognize the importance of religion and culture in today's workplace

Course Procedures:

1. **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 Blackboard on the Homepage and/or in an announcement. Due dates can be found on course outline (page 6). Place alerts on your smart phone to remind you of due dates.
2. **Policy on Written Work:**
 - Set your phones, computers/calendars to alert you of all due dates. There's no excuse for missing a due date with today's technology – so use it!
 - Assignments are due as assigned, and ***something is due EVERY Monday and Friday.***
 - Assignments must be thorough. Make sure you follow the minimum word count on each assignment and discussion board. 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.
3. **Getting Started Quiz:** You must complete this quiz in Blackboard Learn before being allowed to proceed to the first learning module. It is worth 25 points.
4. **Assignments:**
 - All assignments/discussion boards MUST be submitted through Blackboard.
 - 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 11:30 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.
 - Late assignments/discussion boards will NOT be accepted, even if they are one minute late. Late is late! All assignments and discussion boards will be available early in the semester to allow you to work ahead of time. There are two exceptions to this policy on late submissions:
 - Illness with doctor's release, or
 - Death of immediate family member with verification (parent, sibling, child, spouse)
5. **Discussion Boards** – There will be six 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 four classmates with whom to respond.
 - a. 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.
 - b. Submit your initial post early, so that your classmates will have sufficient time to respond. Your initial post must be 450 words and is due no later than 11:30 pm on the designated due date.
 - c. You must open the Discussion Board thread in order to see the other students' posts. However, you will only be allowed to open the DB one time, so preview the questions and be ready to answer them as soon as you open the DB. Otherwise, the instructor will think you are looking at other students' posts to get ideas for your answers. You will receive zero points if you do this.

- d. A total of at least four responses to your classmates' posts are necessary for each DB. Each response post must be at least 150 words in length. Final response posts are due by 11:30 pm on the designated due date. Late posts will not be accepted. Late is late!
 - e. 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. Each response post must be at least 150 words in length.
 - f. The use of scholarly sources, as well as current newspapers and magazines containing diversity-related issues should be incorporated into your discussions and analysis.
 - g. Be creative in your posts. Ask questions, give personal examples, cite sources other than your textbook, and be insightful in your reflections.
 - h. Your instructor will determine your final DB score.
 - i. Remember, grammar and spelling will influence your grade, as you are a senior and these skills are very important.
6. **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, films, online games, and other indicated sources. The exams are timed (60 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 Thursday and closes on a Friday. Unfortunately, Blackboard does not allow you to see which questions you missed.
7. **Final Exam:** The Final Exam will cover the last module of the course (Module 6). The Final Exam will be open from 12:00 AM on the designated day until 11:30 PM on the following designated day, which is a total of 47.5 hours. 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 a Tuesday and closes on a Wednesday!!!**
8. **Watch the movie:** *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. You may rent or purchase this movie. It is also available (for free) at many libraries. It has also been placed on reserve in the UNT Media Library in Chilton Hall.
9. **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.

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 Blackboard 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.

Mobile Blackboard:

Some students may choose to use the Blackboard Mobile system. Make sure that you use professional writing skills when using your Smart Phone or other device. Your grade will depend on your level of professionalism and excellence.

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 accommodations 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 of 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:

1. 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.
2. 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.
3. Copying of projects, papers, or assignments.
4. Using a project or assignment from a previous or current class toward fulfilling the requirements of this course.
5. **If you are retaking this course, place your name at the top of assignment if you are using previously submitted questions, and be sure to state that you are resubmitting a previously submitted assignment. Otherwise, I will see the high Similarity Report and think you are plagiarizing!**
6. **Assignments and discussion board questions may be changed each semester.**

If a cheating incident occurs before the sixth week of classes (or a comparable time during a summer session), the student will be prevented from dropping the course with a grade of “W.” The student may stay enrolled in the course (without attending the lectures) and will receive a grade of “F” at the end of the semester. 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 Blackboard 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 the achievement of course goals and objectives. Requirements may be amended during the semester which would vary the total possible points and/or change their distribution.

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Course Requirements and Grading Scale

(Tentative – To be revised as needed by the professor)

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
Student Introductions	Due Friday, February 2 nd by 11:30 PM	5	
Getting Started Quiz	Due Friday, February 2 nd by 11:30 PM	25	
50 Mile (Zip Code) Survey	CMHT Deadline: Sunday, February 4 th , by 11:59 PM	0	
Exam #1 (Covers Module 1)	Open from Thursday, February 8 th at Noon until Friday, February 9 th at 11:30 PM	100	
Exam #2 (Covers Module 2)	Open from Thursday, February 22 nd at Noon until Friday, February 23 rd at 11:30 PM	100	
Exam #3 (Covers Module 3)	Open from Thursday, March 8 th at Noon until Friday, March 9 th at 11:30 PM	100	
Exam #4 (Covers Module 4)	Open from Thursday, March 29 th at Noon until Friday, March 30 th at 11:30 PM	100	
Exam #5 (Covers Module 5)	Open from Thursday, April 12 th at Noon until Friday, April 13 th at 11:30 PM	100	
Final Exam (Covers Module 6)	Open from Tuesday May 8 th , at 12:00 AM until Wednesday May 9 th at 11:30 PM The Final Exam will not be reopened. No exceptions will be made.	100	
6 Discussion Boards (15 points each)	As scheduled in Syllabus	90	
6 Assignments (25 points each)	As scheduled in Syllabus	150	
TOTAL POINTS		870	

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

Final Course Grade:

A = 783-870

B = 782-696

C = 695-609

D = 522-608

F = Less than 522

Important! CMHT majors must earn a grade of C or above in each Merchandising, Hospitality 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.

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Course Outline

(Tentative – To be revised as needed by the professor)

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.

DATE	COURSE OBJECTIVES	TOPICS	ASSIGNMENTS ***Check Homepage and Assignments Tool Frequently
Jan. 16 - Feb. 2		GETTING STARTED QUIZ	Student Introductions Due: Feb. 2 Getting Started Quiz Due: Feb. 2 50 Mile (Zip Code) Survey Due: Feb. 4
MODULE 1 – UNDERSTANDING INDIVIDUAL PERSPECTIVES OF DIVERSITY			
Jan. 29 – Feb. 9	1, 2, 11	<ul style="list-style-type: none"> • Study Mate Class (on Blackboard) • Body Ritual among the Nacirema • 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 	<ul style="list-style-type: none"> • Read pages 1-55 • Explore “Study Mate Class” activities on Blackboard....Make sure you know the answers before Exam #1. • Complete the Privilege Activity <p>ASSIGNMENT #1: Differences and Conflict Due Friday, Feb 2nd</p> <p>DISCUSSION BOARD #1: Nacirema</p> <ol style="list-style-type: none"> 1. Initial post Due Monday, Feb. 5th 2. Responses Due Friday, Feb. 9th
Feb. 9		EXAM #1 (Covers Module 1)	Open from Thursday, Feb. 8th at Noon until Friday, Feb. 9th at 11:30 PM
MODULE 2 – UNDERSTANDING THE PRIMARY DIMENSIONS OF DIVERSITY: RACE AND ETHNICITY			
Feb. 12 – Feb. 23	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 Blackboard) • Deborah Tannen’s video – “He said, She Said” 	<p>Read pages 56-107</p> <p>ASSIGNMENT #2: Jane Elliot’s “Eye of the Storm” video Due Friday, Feb. 16th</p> <p>DISCUSSION BOARD #2: Is Racism Still an Issue?</p> <ol style="list-style-type: none"> 1. Initial post Due Monday, Feb. 19th 2. Responses Due Friday, Feb. 23th
Feb. 23		EXAM #2 (Covers Module 2)	Open from Thursday, Feb. 22nd at Noon until Friday, Feb. 23rd at 11:30 PM

MODULE 3 – UNDERSTANDING THE PRIMARY DIMENSIONS OF DIVERSITY: AGE, GENDER, SEXUAL ORIENTATION, AND PHYSICAL AND MENTAL CHALLENGES			
Feb. 26 – Mar. 9		<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• Watch the movie “Maggie Growls” (on Blackboard)	<p>Read pages 108-176</p> <p>ASSIGNMENT #3: Generational Differences Due Friday, Mar. 2nd</p> <p>DISCUSSION BOARD #3: Generation Z – Poor Interpersonal Skills?</p> <p>1. Initial post Due Monday, Mar. 5th 2. Responses Due Friday, Mar. 9th</p>
Mar. 9		EXAM #3 (Covers Module 3)	Open from Thursday, March 8th at Noon until Friday, March 9th at 11:30 PM
Mar. 12 – Mar. 16	SPRING BREAK		
MODULE 4 – UNDERSTANDING THE SECONDARY DIMENSIONS OF DIVERSITY: SOCIAL CLASS, RELIGION, APPEARANCE, WEIGHT, LANGUAGE/COMMUNICATION, AND MILITARY EXPERIENCE			
Mar. 19 – Mar. 30	1,2, 3, 4	<ul style="list-style-type: none">• Introduction• Does Social Class Make a Difference?• Social Class: The Fiction of American Meritocracy• Religion in the U.S. Workplace• Understanding Intercultural Communications in Today’s Global Environment• Communicating with a Global Call Center• The Culture of the U.S. Air Force and Its Impact on a Mobile Training Team Case• Fighting for Equal Opportunity: Women’s Changing Roles in the U.S. Military• Choosing the Board: Charting the Course with Competing Priorities• Appearance and Weight: Discrimination in the Workplace• BMI Activity (On Blackboard)• Fairfax Metropolitan Hospital: The Candidate	<p>Read pages 177-258</p> <p>ASSIGNMENT #4: Class Matters Due Friday, Mar 23rd</p> <p>DISCUSSION BOARD #4: Appearance and Weight</p> <p>1. Initial post Due Monday, Mar. 26th 2. Responses Due Friday, Mar. 30th</p>
Mar. 30		EXAM #4 (Covers Module 4)	Open from Thursday, Mar. 29th at Noon until Friday, Mar. 30th at 11:30 PM
MODULE 5 – MANAGING DIVERSITY IN TERMS OF THE ETHICAL, LEGAL, MEDIA, AND MARKETING ISSUES			

April 2 – April 13	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 #5: “The Butler” movie Due Friday, April 6th</p> <p>DISCUSSION BOARD #5: Work/Life Balance</p> <ol style="list-style-type: none"> 1. Initial post Due Monday, April 9th 2. Responses Due Friday, April 13th
April 13		EXAM #5 (Covers Module 5)	Open from Thursday, April 12th at Noon until Friday, April 13th at 11:30 PM
MODULE 6 – MANAGING ORGANIZATIONAL CHANGE AND DIVERSITY: CURRENT ISSUES			
April 16 – April 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 the 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 	<p>Read pages 324-389</p> <p>ASSIGNMENT #6: Aging and the Workforce Due Friday, April 20th</p> <p>DISCUSSION BOARD #6:</p> <ol style="list-style-type: none"> 1. Initial post Due Monday, April 23rd 2. Responses Due Friday, April 27th
May 9		FINAL EXAM (Covers Module 6)	<p>Final Exam open from Tuesday, May 8th at 12:00 AM at until Wednesday, May 9th at 11:30 PM</p> <p><u>No retakes or exceptions will be granted.</u></p> <p><u>Set an alert on your phone!</u></p>
		Final Grades will be posted between Friday, May 11 th and Monday, May 14 th	<p>Grades will not be curved.</p> <p>Extra credit assignments are not provided.</p> <p>Please do not ask for special provisions, as they will not be granted.</p>