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Managing Workplace Diversity (PA 533)

Fall Semester 2008 (CRN 25079)

Thursdays, 6:00-9:00 p.m., Taft Hall rm. 208

Course Description

This course examines rationales, impacts, and dimensions of diversity among workers in public sector workplaces, and includes theories on workplace diversity and organizational performance; links between diversity and administrators' behaviors and actions; effects of diversity on policy outcomes; public management tools used to foster workplace diversity; various dimensions of diversity beyond race and gender; and the role of diversity education in public affairs and public administration curricula.

Course Policies

Assignments: Group study is encouraged; however, you must turn in your own memos for a grade. I do not allow students to redo assignments or do extra work (i.e. an additional paper) to improve the course grade, as it is not fair to other students who are not given the same opportunity. Late assignments will be penalized unless you have an explained reason that will delay completion of your work (i.e. illness, family death). The grade you earn by the end of the semester is your grade. An "Incomplete" is only granted to those who request it before the last day of the semester.

Deadlines: All assignments are to be submitted at the beginning of class on the day they are due. *Up to* 10 percent of an assignment's score will be deducted for each day your assignment is late. Assigned readings must be completed before they are discussed in class. Extensions for assignments are at my discretion and should be requested before the assignment's deadline. Emergencies are considered on a case-by-case basis. Plagiarism and cheating are penalized severely, in accordance with university sanctions. Guidelines regarding academic integrity at UIC are available on the UIC website, as are sanctions for academic dishonesty.

Attendance: I keep track of attendance because if you do not attend, you cannot be involved in class discussions, and this affects your participation scores. If your final grade is on the border, a subjective assessment of your class participation and comprehension of the material may be used to make final adjustments.

Grading is in accordance with the UIC Graduate Catalog, as follows: 100-90%=A; 89-80%=B; 79-70%=C; 69-60%=D; 59% and lower=F.

Your final grade is comprised of points earned from three types of assignments: in-class discussions based on the readings, in-class exercises, and written exercises. There are both written assignments and reading assignments: grading for written assignments is based on a number of points for each, and grading for reading assignments is a separate class participation grade. Details of all assignments are discussed throughout the semester.

Assignment	Due Date*	Points
Memo 1: Your Pie Chart	Sept. 18	30
Memo 2: Consulting Analyst	Sept. 25	50
Memo 3: Who Gets Hired?	Oct. 2	50
Memo 4: ADA Accommodations	Oct. 9	50
Memo 5: Affirmative Action at Ole State	Oct. 23	50
Memo 6: Sexual Harassment Incidents	Oct. 30	50
Memo 7: What's Weight Got To Do With It?	Nov. 6	50
Memo 8: The Adoption Agency	Nov. 13	50
Memo 9: Unequal Treatment	Nov. 20	50
Memo 10: Diversity Consultants	Dec. 4	50
Class Participation: In-Class Exercises	Throughout fall semester!	210
Class Participation: Discussions of Readings		210
Total		1,000

* All assignments are due at the *beginning* of class, 6:00 p.m. on Thursdays

Required Texts

- Riccucci, Norma M. 2002. *Managing Diversity in Public Sector Workforces*. Boulder, CO: Westview Press.
- Rice, Mitchell F. 2004. *Diversity and Public Administration: Theory, Issues, and Perspectives*. Armonk, NY: M.E. Sharpe, Inc.
- Schuck, Peter H. 2006. *Diversity in America: Keeping Government at a Safe Distance*. Belknap Press.

All of the in-class exercises and memo assignments are from Gary N. Powell. 2002. *Managing a Diverse Workforce, Second Edition*. Thousand Oaks, CA: Sage Publishers. This book is not required, but you might like your own copy so that you can have copies of all of the assignments and in-class exercises—it's a great resource. The UIC bookstore does not have this book, but you can order it online if you wish. PDFs of all articles and assignments are on the course Blackboard site: <http://blackboard.uic.edu/>

Class Meetings and Reading Assignments¹

September 11: Course Introduction and Overview

Read the following papers in preparation for Memo 1:

- Bell and Nkomo. 2003. "Our Separate Ways: Black and White Women and the Struggle for Professional Identity." *Diversity Factor* 11(1): 11-16.
- Farragher. 2004. "Reflections on a White Man's Journey." *Diversity Factor* 12(2): 17-22.
- Holvino. 2002. "Class: A Difference that Makes a Difference in Organizations." *Diversity Factor* 10(2): 28-35.
- Stoltzman. 2004. "Six Rules for Learning about Your Dominant and Subordinated Group Identities." *Diversity Factor* 12(2): 12-16.
- Tappan. 2004. "White Men as Advocates for Diversity." *Diversity Factor* 12(2): 5-11.

September 18: Diversity as an Issue in Public Affairs Education

Memo 1: Your Pie Chart DUE

Rice, chapter 4

- Gooden and Myers. 2004. "Teaching Social Equity in the MPA: Reflections from the Social Equity Symposium." *Journal of Public Affairs Education* 10: 155-175.
- Pitts and Wise. 2004. "Diversity in Professional Schools: A Case Study of Public Affairs and Law." *Journal of Public Affairs Education* 10: 125-142.
- Svara and Brunet. 2004. "Filling in the Skeletal Pillar: Addressing Social Equity in Introductory Courses in Public Administration." *Journal of Public Affairs Education* 10: 99-110.
- White. 2004. "Multicultural MPA Curriculum: Are We Preparing Culturally Competent Public Administrators?" *Journal of Public Affairs Education* 10: 111-124.

September 25: Diversity Trends over Time

Memo 2: Consulting Analyst DUE

Rice, chapters 1, 2, and 3

- Segal and Segal. 2005. "America's Military Population" *Diversity Factor* 13(2): 18-23.

¹Note: We do not meet on Aug. 28 and Sept. 4 due to my attendance at the American Political Science Assoc. (APSA) and Middlebrook III conferences, respectively.

October 2: The Legal Framework

Memo 3: Who Gets Hired? DUE

Riccucci, chapters 1, 2, and 3

Schuck, chapters 1, 2, and 3

Conklin. 2004. "A Diversity Case Gold Mine: The Affirmative Action Amicus Briefs." *Diversity Factor* 12(1): 30-39.

Peterson and Boller. 2003. "A Legal Analysis of Breastfeeding Accommodation Requirements in the Workplace." *Public Personnel Management* 32(3): 383-395.

October 9: Race and Ethnicity

Memo 4: ADA Accommodations DUE

In-Class Exercise: Beyond OJ

Rice, chapter 6

Riccucci, chapter 4

Schuck, chapter 4

Odo. 2004. "Committee of 100: American Attitudes toward Chinese Americans and Asian Americans." *Diversity Factor* 12(3): 38-43.

Padilla. 2004. "Internalized Oppression and Latinos/as." *Diversity Factor* 12(3): 15-21.

Rothman, Lipset, and Nevitte. 2003. "Racial Diversity Reconsidered." *The Public Interest* (Spring 2003): 25-38.

October 23: Gender

Memo 5: Affirmative Action at Ole State DUE

In-Class Exercises: Gender Stereotypes

Riccucci, chapter 5

Schuck, chapter 5

October 30: Ability, Sexual Orientation, and Age

Memo 6: Sexual Harassment Incidents DUE
In-Class Exercise: Puzzled Perceptions

Riccucci, chapters 6, 7, and 8

McCary. 2005. "The Disability Twist in Diversity: Best Practices for Integrating People with Disabilities into the Workforce." *Diversity Factor* 13(3): 16-22.

Southard. 2004. "Building a Workplace that Recognizing Generational Diversity." *Public Management* (April): 8-12.

Suffrendini. 2005. "What a Difference a Decade Makes: Lesbian, Gay, Bisexual and Transgender Nondiscrimination Law and Policy in the United States." *Diversity Factor* 13(1): 18-24.

November 6: Further Dimensions of Diversity

Memo 7: What's Weight Got to Do with It? DUE

Rice, chapters 7 and 8

Schuck, chapters 6 and 7

Ball and Haque. 2003. "Diversity in Religious Practice: Implications of Islamic Values in the Public Workplace." *Public Personnel Management* 32(3): 315-330.

Massengill. 2005. "Walking a Straight (and Fine) Line: Alcoholism and the Americans with Disabilities Act." *Public Personnel Management* 34(3): 283-297.

November 13: Reflecting the Citizenry

Memo 8: The Adoption Agency DUE
In-Class Exercise: Culture Clashes

Rice, chapters 9 and 10

Riccucci, chapter 9

Schuck, chapter 8

November 20: Diversity Management and Organizational Performance

Memo 9: Unequal Treatment DUE
In-Class Exercise: The Inclusive Workforce

Rice, chapters 11 and 12

Miller. 1998. "Strategic Culture Change: The Door to Achieving High Performance and Inclusion." *Public Personnel Management* 27(2): 151-160.

November 27: Thanksgiving Holiday, no class session

December 4: When Best Intentions Backfire

Memo 10: Diversity Consultants DUE
Hallway Case Study: The Dan Booker Case

Bergen, Soper, and Foster. 2001. "Unintended Negative Effects of Diversity Management." *Public Personnel Management* 31(2): 239-251.

Metzler. 2003. "Ten Reasons Why Diversity Initiatives Fail." *Diversity Factor* 11(2): 18-22.