

Course Specifications

Valid as from the academic year 2016-2017

Diversity, Equality and Inclusion in Organizations (A004405)

Course size (nominal values; actual values may depend on programme)

Credits 5.0 Study time 150 h Contact hrs 40.0 h

Course offerings and teaching methods in academic year 2018-2019

A (semester 2)	English	PDE tutorial	11.25 h
		self-reliant study activities	0.0 h
		guided self-study	6.25 h
		seminar	7.5 h
		lecture	15.0 h

Lecturers in academic year 2018-2019

Zanoni, Patrizia	UH	lecturer-in-charge
Scholz, Frederike	UH	co-lecturer

Offered in the following programmes in 2018-2019

Master of Arts in Gender and Diversity	crdts	offering
	5	A

Teaching languages

English

Keywords

Diversity, gender, 'race', class, religion, sexual orientation, age, language, equal opportunities, affirmative action, diversity management, segregation, glass ceiling, discrimination, inequality, organization theory, careers, migration, labor market.

Position of the course

patrizia.zanoni@uhasselt.be

This introductory course in organization studies provides insights into: 1) the dynamics of diversity (gender, 'race', class, religion, sexual orientation, age, language...) in work contexts with special attention to inequalities at the macro- (society and international context), meso- (organizations and networks of organizations), and micro-level (individuals and inter-individual relations); 2) policies and practices that can be implemented to affect these dynamics with the aim to foster equality.

Contents

- The historical origins of the business concept diversity and the difference with prior, related concepts such as equal opportunities and inclusion. The paradigm shift in the conceptualization of identities in work contexts is emphasized. We examine the so-called 'business case' for diversity and get familiar with basic concepts such as labor market stratification, horizontal and vertical segregation, the glass ceiling and the pay gap. We look at some key figures on the Flemish and Belgian labor market and the trends. Finally, we present the themes, structure and activities of the course.
- The effects of various forms of diversity on group processes and outcomes. We examine different bodies of theory which have been applied to explain outcomes (conflict, co-operation, problem solving, creativity, etc.) of diverse teams. Particular attention will be given to contextual factors affecting the relation between diversity and outcomes.
- The barriers encountered by minority employees in their careers due to various interpersonal and institutional mechanisms such as dominant discourses, discrimination and exclusion from social networks.
- The relation between different social identities, competencies associated with socio-demographic groups in work contexts and the dynamics of valuation of jobs and employees determining economic value distribution. Discourse analysis is combined

with sociological studies to stress the relation between the social construction of social identities and organizational/economic processes. We also highlight the (e)valuative dimension of the social construction of identities, its negative effects for historically subordinated groups, and the strategies these latter's deploy to discursively resist subordination.

- The relations between employers and employees in a globalized economy. The aim of the lecture is to show the effects of the institutional/legal context (e.g. immigration policies, international law) in which firms operate on the employment relation between firms and employees from historically subordinate groups.

- The most commonly implemented diversity management practices and policies used by organizations to manage diversity as well as their rationales and limited effectiveness to foster the position of specific social groups in organizations.

- Alternative practices to manage diversity. We will compare them with 'classical' diversity management practices discussed in the previous class and we will gain insight into the mechanisms enhancing equality among groups of employees.

Initial competences

Final competences

- 1 To fully understand the notion of diversity and its conceptual background, as well as related concepts such as identity, equal chances, positive action and inclusion.
- 2 To fully understand the importance of diversity of staff in present-day organisations.
- 3 To be familiar with different types of scientific research on diversity, their epistemological assumptions, objectives and methods.
- 4 To understand the different approaches towards diversity management, their underlying assumptions, strengths and possible pitfalls.
- 5 To be able to read and understand articles in English in scientific journals.
- 6 To be able to critically assess the assumptions of different theoretical perspectives on diversity, as well as their main ideas and implications on organizational policy.
- 7 To be able to use the theory offered during the course to analyze and discuss the aspect of diversity in empirical case studies (e.g. films).

Conditions for credit contract

Access to this course unit via a credit contract is unrestricted: the student takes into consideration the conditions mentioned in 'Starting Competences'

Conditions for exam contract

This course unit cannot be taken via an exam contract

Teaching methods

Guided self-study, lecture, PDE tutorial, seminar, self-reliant study activities

Learning materials and price

Syllabus including scientific texts available at UHasselt bookshop as well as on Blackboard. Powerpoint-slides available through Blackboard.

References

Course content-related study coaching

Face-to-face and through Blackboard, e-mail, Skype by appointment with the teacher.

Evaluation methods

end-of-term evaluation and continuous assessment

Examination methods in case of periodic evaluation during the first examination period

Open book examination

Examination methods in case of periodic evaluation during the second examination period

Open book examination

Examination methods in case of permanent evaluation

Oral examination, assignment

Possibilities of retake in case of permanent evaluation

examination during the second examination period is possible in modified form

Extra information on the examination methods

Examination methods in case of permanent evaluation

Oral examination (in group) or substitutive written assignment (individual)

Possibilities of retake in case of permanent evaluation

examination during the second examination period is possible only as substitutive written assignment (individual)

Explanation of evaluation methods

- o Written exam: open-book. Knowledge, insight and application questions. Model exam will be shown beforehand and posted on Blackboard.

- o Oral exam or substitutive written assignment: film analysis based on the theory seen in the course and additional relevant theory.

Retake of the oral exam only possible through substitutive written assignment on topic to agreed upon (similar to group project).

Calculation of the examination mark

Periodic evaluation: Written exam: 70%

Permanent evaluation: group project: 30% (collective grade)

Facilities for Working Students

substitutive assignment possible after agreement of the teacher.