

<b>EMBA-2224-510-Managing Diversity and Multiculturality</b>		
<b>Name of lecturer(s) &amp; Email</b> Claudia TOMA <a href="mailto:claudia.toma@ulb.be">claudia.toma@ulb.be</a>	<b>Level, Status, Timing</b> Level 2 Compulsory Between 11-05-23 and 13-05-23	<b>ECTS, CH &amp; HW/GW**, Online</b> 3 20 & 66 4
<b>Description of the course unit</b> Managing diversity is key for a sustainable workforce in organizations. This course offers conceptual, analytical and practical skills necessary to be an inclusive leader in multicultural and diverse business environments.		
<b>Course unit Chapters</b> <ul style="list-style-type: none"> <li>• Diversity, Inclusion and Diversity Management</li> <li>• Inclusive and Multicultural Leadership</li> <li>• Culture and Gender Diversity at Work</li> <li>• Build a Diversity and Inclusion Program</li> <li>• Leadership for Change</li> </ul>		
<b>Learning outcomes of the course unit</b> <ol style="list-style-type: none"> <li>1. Understand how diversity impacts work-outcomes</li> <li>2. Develop concrete skills to become multicultural and inclusive leaders</li> <li>3. Identify and address challenges that leaders face in diverse organizations</li> <li>4. Diagnose and design a diversity program for a specific organization</li> <li>5. Deal with diversity change and resistance</li> </ol>		
<b>Teaching Methods</b> Interactive Lecture, Directed Discussion, Case Based Learning, Project-based learning, Role plays and simulation	<b>Learning Activities</b> Readings of accessible papers and cases, group discussions, role simulation, group project	
<b>Learning Objectives (Check Academic Rules &amp; Regulations)</b> <ul style="list-style-type: none"> <li>• Learning Objective 1.1: Reinforcement</li> <li>• Learning Objective 1.2: Mastery</li> <li>• Learning Objective 2.1: Reinforcement</li> <li>• Learning Objective 2.2: Reinforcement</li> <li>• Learning Objective 3.1: Introduction</li> <li>• Learning Objective 3.2: Reinforcement</li> </ul>	<b>Assessment methodology / Students Use of Time and Load</b> Group assignment <ul style="list-style-type: none"> <li>• weight 60%</li> <li>• workload estimated = 25 hours</li> <li>• due 25-05-23</li> </ul> Individual oral presentation <ul style="list-style-type: none"> <li>• weight 20%</li> <li>• workload estimated = 11 hours</li> <li>• due 13-05-23</li> </ul> Preparation (Coursera) <ul style="list-style-type: none"> <li>• weight 20%</li> <li>• workload estimated = 5h</li> <li>• due 11-05-23</li> </ul>	
<b>Evaluation scale</b> 0-20		
<b>Contribution to the Sustainable Development Initiative</b> Diversity and inclusion are key to social sustainable organizations. This course aims to advance understanding about how differences among individuals and groups affect leaders' behaviors and offer concrete tools for developing a diversity program for sustainable organizations.		
<b>Asynchronous Learning Material (Coursera)</b> Lifelong learners can take only 9/12 lectures for the 1st week and only 8/11 lectures for the 2nd week  <a href="#">Foundations of Diversity and Inclusion at work teachout</a>		
<b>Readings</b>  <b>Required</b> <ul style="list-style-type: none"> <li>• <a href="#">Mensi-Klarbach, H., &amp; Risberg, A. (2019). Diversity in organizations (2nd edition). Red Globe Press.</a></li> <li>• + the following HBS cases (Transitions Asia: Managing Across Cultures; Zurich Insurance: Diversity and Inclusion; Sonia Millar: Negotiating for the C-Suite)</li> </ul> <b>Recommended</b> <ul style="list-style-type: none"> <li>• <a href="#">Bhargava, R., &amp; Brown, J. (2021). Beyond Diversity. Ideapress Publishing.</a></li> </ul>		

**Notice:** The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking your Front Office Portal hosted on Canvas.