

## Queen Mary Summer School

SUM502A Managing Diversity in Business: Creating and Leading Inclusive Organisations  
*School of Business and Management*

### Course outline

Level: 5

Credits: 15 (Queen Mary credits)

Course Leader: Dr Maria Adamson

Assessment: In-class presentation (20%) and Essay (80%)

### Course description:

Why is diversity good for businesses? What can leaders do to make their organisations more inclusive? This module will explore these and other questions by introducing students to a range of theories and practical issues relevant to managing diversity in contemporary organisations. Students will learn why inclusion matters, how diversity relates to business and organisational success, and explore case studies related to different dimensions of diversity like gender, age, race and so on. We will then discuss various theories that help us understand why diversity and inclusion issues continue to persist in organisations and the labour market. For instance, why are some professions continue to be male- or female dominated? Where does gender pay gap comes from? Can recruitment be unbiased? The module will then explore how to apply theory to practice and explore how to design and deliver effective diversity initiatives in organisations and consider the role of managers and leaders in fostering organisational inclusion. In addition, the module will explore the role of organisational leadership in creating diverse culture as well as the role of equality and diversity policies and practices in the achievement of organisational and business goals, aiming to equip students with skills to advise on the design and delivery of effective diversity initiatives in organisations.

### Learning outcomes:

On completion of the module, students can expect to be able to:

- identify key dimensions of diversity and contributions that workforce diversity can make to organisations.
- explain and critically evaluate a range of core theories explaining organisational and labour market inequalities.
- formulate appropriate strategies for overcoming discrimination and inequalities in organisational workplace.
- construct and deliver coherent and persuasive argument orally and in writing.
- work collaboratively in a diverse group.
- formulate and justify practical recommendations for organisational actors.
- think critically and independently.
- evaluate the sources of information and data.
- communicate effectively.

### Approximate cost:

All reading material is provided digitally so you are not required to purchase any books.

### Assessments:

The course assessments are not compulsory, however, if you wish to transfer credit for this course to your home university it is essential to complete the assignments.

**Group Presentation (20%) and 1,800 word Consultancy Report (80%)**

### Preparation:

Before you arrive on campus, it is advised that you familiarise yourself with the course content before it begins. You will be given instructions for accessing our Virtual Learning Environment (QMplus) before you arrive on campus.

**Teaching:**

The course is taught in two two-hour sessions per day (10.00 - 12.00 and 13.00 - 15.00), held Monday to Thursday each week.

<b>Session 1</b>	Session A: What is diversity and why is it difficult? Session B: Effective writing and research skills.
<b>Session 2</b>	Session A: Diversity categories at work and intersectionality Session B: Effective groupwork skills.
<b>Session 3</b>	Session A: Why does diversity matter for business success? Session B: Guided 1st session of presentation preparation.
<b>Session 4</b>	Session A: Diversity issues in organisations I: Glass metaphors Session B: Diversity issues in organisations II: inequality regimes and organisational cultures
<b>Session 5</b>	Session A: Diversity in the labour market I: Where does pay gap come from? Session B: Diversity in the labour market II: Why is labour market segregated?
<b>Session 6</b>	Session A: Who does diversity in organisations? Session B: Why do diversity initiatives fail?
<b>Session 7</b>	Session A: Policy approaches to diversity Session B: Guest lecture
<b>Session 8</b>	Session A: What can we do about recruitment and selection? Session B: What can we do about organisational processes?
<b>Session 9</b>	Session A: Inclusive leadership and organisational cultures Session B: Guided 2nd session on presentation preparation
<b>Session 10</b>	Field trip
<b>Session 11</b>	Session A: Is technology and AI less biased? Session B: Free for field trip and presentation preparation.
<b>Session 12</b>	Session A: In-class presentations Session B: Understanding report structure and writing.

Please note that the information provided may be subject to change.

**Suggested Reading:****Key Text:**

Kirton, G., & Greene, A. M. (2016). *The dynamics of managing diversity: A critical approach*. 4th ed. Routledge.

**Indicative Additional Reading:**

Acker, J. (2006) 'Inequality Regimes', *Gender & Society*, 20(4), pp. 441–464.

Adamson, M. et al. (2016) 'The quality of equality: thinking differently about gender inclusion in organizations', *Human Resource Management International Digest*, 24(7), pp. 8–11.

Appannah, A. and Biggs, S. (2015) 'Age-Friendly Organisations: The Role of Organisational Culture and the Participation of Older Workers', *Journal of Social Work Practice*, 29(1), pp.37–51.

Ahmed, S. (2007) "'You end up doing the document rather than doing the doing": Diversity, race equality and the politics of documentation', *Ethnic and Racial Studies*, 30(4), pp. 590–609.

Ashcraft, K. L. (2013) 'The Glass Slipper: "Incorporating" Occupational Identity in Management Studies', *Academy of Management Review*, 38(1), pp. 6–31

Beatty, J. E. et al. (2019) 'On the treatment of persons with disabilities in organizations: A review and research agenda', *Human Resource Management*, 58(2), pp. 119–137

Crenshaw, K. (1991) 'Mapping the Margins: Intersectionality, Identity Politics, and Violence against Women

of Color', *Stanford Law Review*, 43(6). doi: 10.2307/1229039.

Dennissen, M., Benschop, Y. and van den Brink, M. (2020) 'Rethinking Diversity

Management: An Intersectional Analysis of Diversity Networks', *Organization Studies*, 41(2), pp. 219–240

Ferdman, B. M. and Deane, B. (2014a) *Diversity at work: the practice of inclusion*. San Francisco, California:

Jossey-Bass. Available at: <https://ebookcentral.proquest.com/lib/gmul-ebooks/detail.action?docID=1568418>

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