

**Fall 2024**

<b>Meeting days:</b> Wednesdays	<b>Instructor title and name:</b> JC Hurtado-Prater
<b>Meeting times:</b> 5:30pm – 8:15pm	<b>Phone:</b> Office: 619-849-3014 Cell: 619-909-7802 (Text only please)
<b>Meeting location:</b> Mission Valley Campus   Rm 314	<b>E-mail:</b> jhurtado@pointloma.edu
<b>Final Exam:</b> N/A	<b>Office location and hours:</b> Main Campus   FSB 139   By appointment only
<b>Additional info:</b> N/A	<b>Additional info:</b> N/A

**PLNU Mission**

**To Teach ~ To Shape ~ To Send**

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

**Fermanian School of Business Mission**

**Character – Professionalism – Excellence – Relationships – Commitment - Innovation**

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

**COURSE DESCRIPTION**

This course examines theory, policy and practice of managing diversity and cultural dynamics within organizations. Topics include intercultural communication, inclusiveness, equity, and dimensions of diversity and culture. Emphasis is placed on cultural values and beliefs in a complex and dynamic work environment.

## **COURSE LEARNING OUTCOMES**

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The student who successfully completes this course will be able to:

1. Exhibit an understanding of diversity, cultural dynamics and inclusiveness concepts and theories.
  2. Exhibit an understanding of the opportunities and challenges associated with diversity and inclusion.
  3. Design personal and organizational structures and processes considering the impact on diversity and inclusion.
  4. Evaluate how organizations and individuals are impacted by diversity, cultural dynamics and inclusiveness.
  5. Assess organizational culture considering various viewpoints relating to diversity, cultural dynamics and inclusion.
  6. Present recommendations to assess diversity, cultural dynamics and inclusiveness issues using effective written and verbal communication.
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## **COURSE CREDIT HOUR INFORMATION**

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In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a **3-unit class** delivered over **16 weeks**. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 120 total hours meeting the course learning outcomes. The time estimations are provided in the module overviews.

### **Distribution of Credit Hours**

<b>Category</b>	<b>Credit Hours</b>
Required Reading	40
Discussions	20
Assignments	60
<b>Total Hours</b>	<b>120</b>

## **REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES**

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**NOTE:** Students are responsible to have the required textbooks prior to the first day of class. Students are also encouraged to begin reading the books in preparation for the class as soon as possible.

[How to Be an Inclusive Leader, Second Edition: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive](#)[Links to an external site.](#) by Jennifer Brown. ISBN-10 = 152300200X, ISBN-13 = 978-1523002009

[The Leader's Guide to Unconscious Bias: How To Reframe Bias, Cultivate Connection, and Create High-Performing Teams](#)[Links to an external site.](#) by Pamela Fuller, Mark Murphy, Anne Chow. ISBN-10 = 1982144319, ISBN-13 = 978-1982144319

[The Culture Map: Breaking Through the Invisible Boundaries of Global Business](#)[Links to an external site.](#) by Erin Meyer. ISBN-10 = 1610392507, ISBN-13 = 978-1610392501

Recommended (but not required)

[Blindspot: Hidden Biases of Good People](#)[Links to an external site.](#) by Mahzarin R. R. Banaj, Anthony G. Greenwald. ISBN-10 = 0345528433, ISBN-13 = 978-0345528438

Note:

1. Cite book author/editor, title, edition, publisher and date
2. For web references, use URL.
3. List any additional "recommended" materials students must have, including equipment, study guides, special calculators, personal lab or studio equipment.

## **ASSESSMENT AND GRADING**

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Student grades will be posted in the Canvas grade book no later than midnight on Tuesday of each week beginning in Week Two of this course. It is important to read the comments posted in the grade book as these comments are intended to help students improve their work. Final grades will be posted within one week of the end of the class. Grades will be based on the following:

### **Distribution of Points**

<b>Course Assignments</b>	<b>Points</b>
Week 1 Cohort Introduction	10
Week 1 Video Reflection	50
Weekly Reading Journal + Discussion (5x30 points)	150
Weekly Video Podcast + Discussion (5x50 points)	250
Weekly 1-2 page Paper (5x30 points)	150

Mid-term Paper	80
Mid-term Presentation + Discussion	50
Final Paper	160
Final Presentation + Discussion	100
<b>Total Points</b>	<b>1000</b>

### Standard Grade Scale Based on Percentages

A	B	C	D	F
A 93-100	B+ 87-89	C+ 77-79	D+ 67-69	F Less than 59
A- 90-92	B 83-86	C 73-76	D 63-66	
	B- 80-82	C- 70-72	D- 60-62	

Students must complete the required program hours in the major (program) from Point Loma Nazarene University with a minimum grade of “C” in each course and an overall 2.00 grade point average.

### INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned under extremely unusual circumstances.

### ARTIFICIAL INTELLIGENCE (AI) POLICY

**Note:** Consider this statement if you will permit some use of AI.

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) to generate ideas, but you are not allowed to use AI tools to generate content (text, video, audio, images) that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

## **CONTENT WARNING**

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I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In [class name], all of the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics include [list topics]. If you encounter a topic that is intellectually challenging for you, it can manifest in feelings of discomfort and upset. In response, I encourage you to come talk to me or your friends or family about it. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning in this course.

## **TRIGGER WARNING**

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I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In [class name], we will cover a variety of topics, some of which you may find triggering. These topics include [list topics]. Each time this topic appears in a reading or unit, it is marked on the syllabus. The experience of being triggered versus intellectually challenged are different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate. In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning in this course.

## **SPIRITUAL CARE**

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PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request please email [mvchaplain@pointloma.edu](mailto:mvchaplain@pointloma.edu).

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

## **LANGUAGE AND BELONGING**

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Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style

guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

You may report an incident(s) using the [Bias Incident Reporting Form](#).

### **SEXUAL MISCONDUCT AND DISCRIMINATION**

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In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at [pointloma.edu/Title-IX](http://pointloma.edu/Title-IX). Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at [counselingservices@pointloma.edu](mailto:counselingservices@pointloma.edu) or find a list of campus pastors at [pointloma.edu/title-ix](http://pointloma.edu/title-ix).

**NOTE:** The following policies are to be used without changes:

### **STATE AUTHORIZATION**

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State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow online (distance education) outside of California.

### **PLNU COPYRIGHT POLICY**

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Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

## **PLNU RECORDING NOTIFICATION**

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In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel. Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

## **PLNU ACADEMIC HONESTY POLICY**

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Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See [Graduate Academic and General Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

## **PLNU ACADEMIC ACCOMMODATIONS POLICY**

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PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center ([EAC@pointloma.edu](mailto:EAC@pointloma.edu) or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

## **COURSE MODALITY DEFINITIONS**

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**1. In-Person:** Course meetings are face-to-face with no more than 25% online delivery.

- 2. Online:** Coursework is completed 100% online and asynchronously.
- 3. Online Synchronous:** Coursework is completed 100% online with required weekly online class meetings.
- 4. Hybrid:** Courses that meet face-to-face with required online components.



## PLNU ATTENDANCE AND PARTICIPATION POLICY

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Face-to-Face MBA/MAOL Courses:

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#) for additional detail.

1-Unit Online Evening MBA/MAOL Courses:

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

**Online Asynchronous Attendance/Participation Definition:** Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

### 3-Unit Hybrid Daytime MBA Courses:

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

**Online Asynchronous Attendance/Participation Definition:** Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

### **USE OF TECHNOLOGY**

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In order to be successful in the online or hybrid environment, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

### **FINAL EXAMINATION POLICY**

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Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

## COURSE SCHEDULE AND ASSIGNMENTS

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Note: For each assignment, provide the following things:

- Description: Clear explanation of the assignment
- Requirements: Clearly identify all evaluation requirements for each assignment, including rubrics, if any, for assignments.
- Style standard: APA, Chicago, etc, if applicable.

### Course Summary:

Date	Details	Due
WK1	Page <a href="#">Week 1 Agenda: LIGHT WEEK</a>	to do: 11:59pm
WK1	Assignment <a href="#">WK1 Video Reflection Essay</a>	due by 11:59pm
	Assignment <a href="#">WK2 Class Attendance</a>	due by 5:30pm
	Assignment <a href="#">WK2 Reading Journal</a>	due by 5:30pm
WK2	Assignment <a href="#">WK2 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 2 Agenda</a>	to do: 5:30pm
	Assignment <a href="#">WK3 Class Attendance</a>	due by 5:30pm

WK3

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Assignment [WK3 Reading Journal](#)

due by 5:30pm

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Assignment [WK3 Reflection Paper](#)

due by 5:30pm

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Page [Week 3 Agenda](#)

to do: 5:30pm

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Date	Details	Due
WK4	Assignment <a href="#">WK4 Class Attendance</a>	due by 5:30pm
	Assignment <a href="#">WK4 Reading Journal</a>	due by 5:30pm
	Assignment <a href="#">WK4 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 4 Agenda</a>	to do: 5:30pm
WK5	Assignment <a href="#">WK5 Class Attendance</a>	due by 5:30pm
	Assignment <a href="#">WK5 Reading Journal</a>	due by 5:30pm
	Assignment <a href="#">WK5 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 5 Agenda</a>	to do: 5:30pm
WK6	Assignment <a href="#">WK6 Class Attendance</a>	due by 5:30pm
	Assignment <a href="#">WK6 Reading Journal</a>	due by 5:30pm
	Assignment <a href="#">WK6 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 6 Agenda</a>	to do: 5:30pm
WK7	Assignment <a href="#">WK7 Class Attendance   Mandatory</a>	due by 5:30pm

Date	Details	Due
	Assignment <a href="#">WK7-8 Midterm Presentation</a>	due by 5:30pm
	Page <a href="#">Week 7 Agenda</a>	to do: 5:30pm
	Assignment <a href="#">WK8 Class Attendance   Mandatory</a>	due by 5:30pm
WK8	Assignment <a href="#">WK8 Midterm Paper</a>	due by 5:30pm
	Page <a href="#">Week 8 Agenda</a>	to do: 5:30pm
	Assignment <a href="#">WK9 Class Attendance</a>	due by 5:30pm
WK9	Assignment <a href="#">WK9 Reading Journal</a>	due by 5:30pm
	Assignment <a href="#">WK9 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 9 Agenda</a>	to do: 5:30pm
	Assignment <a href="#">WK10 Class Attendance</a>	due by 5:30pm
WK10	Assignment <a href="#">WK10 Reading Journal</a>	due by 5:30pm
	Assignment <a href="#">WK10 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 10 Agenda</a>	to do: 5:30pm

Date	Details	Due
WK11	Assignment <a href="#">WK11 Class Attendance</a>	due by 5:30pm
	Assignment <a href="#">WK11 Reading Journal</a>	due by 5:30pm
	Assignment <a href="#">WK11 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 11 Agenda</a>	to do: 5:30pm
WK12	Assignment <a href="#">WK12 Class Attendance</a>	due by 5:30pm
	Assignment <a href="#">WK12 Reading Journal</a>	due by 5:30pm
	Assignment <a href="#">WK12 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 12 Agenda</a>	to do: 5:30pm
WK13	Thanksgiving Week – No Class	
WK14	Assignment <a href="#">WK14 Class Attendance</a>	due by 5:30pm
	Assignment <a href="#">WK14 Reading Journal</a>	due by 5:30pm
	Assignment <a href="#">WK14 Reflection Paper</a>	due by 5:30pm
	Page <a href="#">Week 14 Agenda</a>	to do: 5:30pm

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WK 15

Assignment [WK15 Class Attendance | Mandatory](#)

due by 5:30pm

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WK 16

Final Presentations



Date	Details	Due
	Assignment <a href="#">WK15-16 Final Presentation</a>	due by 5:30pm
	Page <a href="#">Week 15 Agenda</a>	to do: 5:30pm
	Assignment <a href="#">WK16 Class Attendance   Mandatory</a>	due by 5:30pm
Wed Dec 13, 2023	Assignment <a href="#">WK16 Final Paper</a>	due by 5:30pm
	Page <a href="#">Week 16 Agenda</a>	to do: 5:30pm
	Quiz <a href="#">Academic Honesty Verification Statement</a>	